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Deep roots of absenteeism

Stores with no training stock

Personnel Management and Methods

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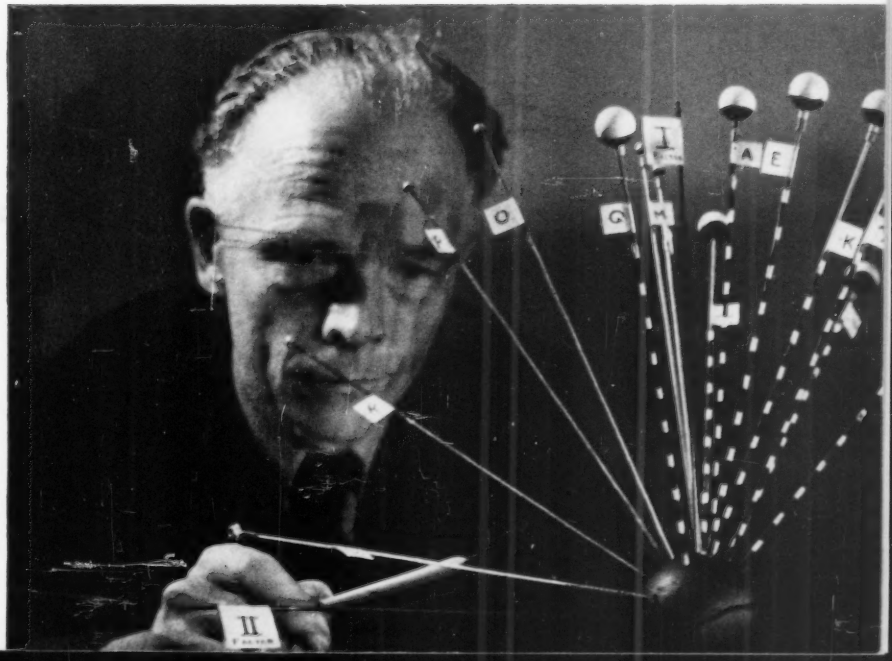

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All the features of the "Hollywood" plus magnetic sound reproduction.

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May, 1961

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Two new positions have been created in the

PERSONNEL MANAGEMENT

team of a N. Midlands manufacturing company employing approximately 6,000

They are a

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who will be required initially to assist in Staff recruitment. It is desirable that he should be well versed in all aspects of the personnel function and that he should have formal qualifications, and a

TRAINING OFFICER

who will be required to assist in the planning and progression of apprentice, supervisory, graduate and management training and development schemes and must have had good experience in this type of work.

Opportunities may occur for tours of duty in West Africa.

Age range 28-40.

Initial salaries in the range £1,100-£1,250 with prospects of early advance to a more senior grade and salary adjustments for overseas service.

The Company pursues a very progressive personnel policy and there are, of course, pension and life insurance benefits and the conditions of service common to modern progressive companies.

Both positions offer a considerable challenge and excellent opportunities for personal progress.

Applications should be made to Box No. PA68, giving all relevant details.

Unilever Merseyside Limited

require a

Woman Personnel Officer

to be responsible for recruitment, selection, career supervision, and other work connected with female staff working mainly in offices and laboratories.

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for their

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PERSONNEL OFFICER

required by National Building Contractors with location at Hemel Hempstead. Knowledge of industry desirable, not essential, providing applicant, aged 30-45, has had good experience in personnel management. Progressive salary, Pension scheme and other attractive conditions. Box No. PA 69.

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IN SOUTH WALES
employing mainly female labour
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(FEMALE)

who will be responsible for recruitment, selection, records, training, welfare and all the normal duties of a personnel officer.

Applicants should be between 25/40 years of age and have had previous experience in the same type of work.

This is an interesting post and the person appointed would be required to apply plenty of enthusiasm and energy to it. There is the possibility of a modern bungalow being available for someone moving into the area.

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news and comment

by Colin Balfour

WOULD you really like to be the wealthiest works manager cremated at Golders Green? This question was put to me by John Marsh, shortly before his appointment as director of the British Institute of Management was announced. Managers must have a sense of purpose, says Mr. Marsh, because management is an élite and it is growing.

He qualified this acceptable dogma by remarking that most of us have arrived in jobs we were not educated to do. Though no obvious training course exists for the top job at the BIM, I doubt whether anyone is better equipped for this post than the present director of the Industrial Welfare Society. Apprentice supervisor with the Austin Motor Company, personnel officer with BOAC—with some extra-mural studies in work relations on the Burma-Siam railway under Japanese management for three-and-half years—and the direction of the IPM, are the relevant signposts in John Marsh's career.

What can we expect from this resourceful man when he moves to the BIM in October? John Marsh has a recipe for better management and healthier personnel policies: his belief is that, for high morale a business must be successful; the management must know its job and be seen to know it; and there must be a consistency in human values in the firm. With 60 companies in the U.K. owning management training colleges (three times the number the Americans have), the Marsh formula could be applied swiftly and effectively.

Like the Chancellor with his Budget, John Marsh dispenses lollipops with his medicine. He suggests that executives, in addition to their appetite for a high standard of living, for status and satisfaction at work, also want to know what is expected of them. I feel confident that personnel managers can help with this problem. In the meantime, I will accept his warning that we must not lose good faith, as British industrial history shows that we have generally trusted each other to get on with the job, with reasonable results.

★

AGREEMENT that employers will review methods for selecting and training supervisors, and unions will allow shop-stewards to attend technical college or university courses, is possibly the most promising result of the recent

What Personnel Manager has not had to listen to complaints about how stockings catch on such and such a machine, or about how rough the chair edges are in the Office ? Of all the clothes women wear, Nylons are the most accident-prone. Most women get through at least one pair a week.

So, to be constructive, why not give your female staff a FREE NYLON REPLACEMENT SERVICE ? The Stocking Club, who provide this service, only handle extremely high quality Nylons, lock-stitched, snag-proof and so hard-wearing that they far outlast ordinary nylons. And they're not thick heavy duty stockings, they're sheer fully fashioned 15 denier ! This will be a service that all your female staff will certainly appreciate ! Moreover, it will be an influential factor in reducing female staff turnover. So we can assure you that this service will pay for itself through the amicable employee-management relationship it creates and through the resultant staff loyalty that accrues.

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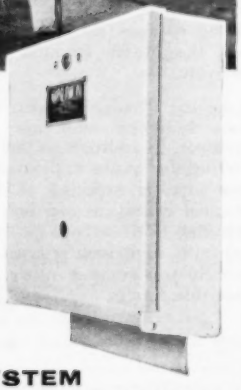
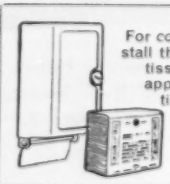
HANDS NEED INDIVIDUAL PROTECTION

Hands filling exercise books; hands moving goods off the assembly lines; hands serving canteen meals in offices, factories and schools — useful, busy hands. But hands can be infection carriers too.

The only way to make sure of absolute hygiene is to install ONLIWON, the *paper* towel system which gives each pair of hands individual protection. One person — one towel. That's how ONLIWON safeguards staff. ONLIWON towels consist of superfine tissue, strong, yet absorbent — pleasant to handle. They cut down costs too — for the ONLIWON system gives you 150 towels at a time. There are no laundry bills, no maintenance costs. Each ONLIWON cabinet is made of steel, has no moving parts to go wrong. Literature and samples sent free on request.





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news and comment

by Colin Balfour

talks at the Ministry of Labour with both sides of the motor industry. To my mind, this is something to rejoice about—as well as the hopeful sign that the Ministry is growing more prepared to tackle industrial discontent in a bold and creative manner. The statement on future action, at the conclusion of these talks, is worth more than a dozen industrial charters.

★

"IT'S up to You" is the title of a shocker, a safety film available from the British Safety Council, which has caused a safety officer in a steel firm to comment: "It is certainly a type of safety film which is, unfortunately, all too rare, and we believe has done more good than hours of lectures". Its aim is to drive home, through disturbing realism, what the worker is in for if he is careless about eye safety. Worth 12 minutes viewing, if it can reduce our 7,000 serious eye injury total, the yearly toll in industry.

★

TOP-HAT pensions, generous bonus schemes and company cars are the normal expectation of senior staff today. What other bait can the company recruitment officer dangle? Mr. Leslie Coulthard, who says there is a great shortage of top calibre men (as ever was), forecasts that more and more firms will soon find themselves obliged to offer share options to secure the best executives. Still a novelty, this option has a particular appeal against a background of high taxation. The positive incentive of linking capital appreciation with personal effort is strong.

★

I CONGRATULATE the National Federation of Building Trades Employers on rejecting the arguments of the Union of Building Trade Workers put forward in their booklet "Guide to Incentives". The union's attempt to establish a national schedule of bonus targets for certain kinds of building work seems a loose plan with basic weaknesses.

Any attempt to set national targets tends to raise costs without improving output because, to be acceptable, such targets have to make it possible for every workman to earn a bonus. Therefore, the standards are based on the speed and ability of the least efficient men. The Federation wisely points out that national targets discourage improvements in efficiency and disregard such vital matters as quality and methods of building, both varying according to the circumstances and nature of the job. Such thinking also disregards the first principles of effective incentive planning.

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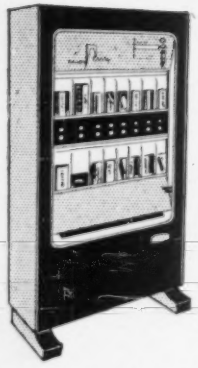

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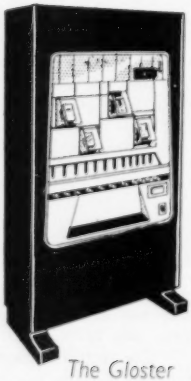
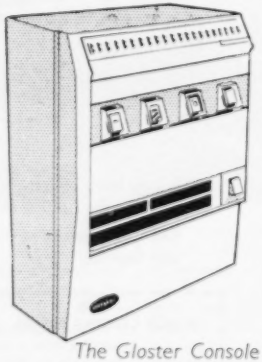


The Gloster Cigarette Machine V.M.21



The Gloster Console Cigarette Vender V.M.27

The Gloster Pastry Machine V.M.25

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Personnel Management

IN SOUTHAMPTON

by Owen Lloyd

TURNING from the community introspections of the New Towns —and the careful employment policies they engender—to a more mature industrial area is a surprising adjustment. At Southampton, where something like one in seven firms have no more than a minimal regard for human values at work, I came across an alarming lack of interest in modern personnel management techniques. A massive lesson for the authority-shy 'personnel serviceman'!

Small but willing

Fortunately, the general gloom is relieved by the attitudes prevailing in a handful of small-to-medium firms in this 'Gateway to Britain'. One lively manufacturing unit is **Bray Wear Ltd.,** where **Mr. G. Brady** is director and one-man management. In Southampton since 1946, and in their present factory for the past seven years, Mr. Brady employs 50 people, mostly teenage girls, making casual jackets and plastic rainwear. It is mostly piece-work and everyone can qualify for the production bonus—7½ per cent of the money earned: employees are paid in National Savings stamps which can be cashed twice a year.

Even this small company generously provides (during illness) two weeks' full pay and two weeks' half-pay—which might be extended at Mr. Brady's discretion. There is a pension for key personnel after one year; and the canteen, although subsidized, makes a profit which goes into a staff account. Once a year, this accumulated money covers the expenses of a dinner-and-theatre night out in London.

Single purpose

GROWN from a single-loom to a 30-loom business since 1926, **The Solent Carpet Co. Ltd.,** is a family business where the employees recently collected £33 for the managing director's silver wedding present. A very friendly firm whose works director, **Mr. B. H. Oman,** is careful to be undogmatic on notice boards. Their two hundred odd employees respond well to this treatment: vacancies on the factory floor are regularly filled by their own workers, their best recruiting agents.

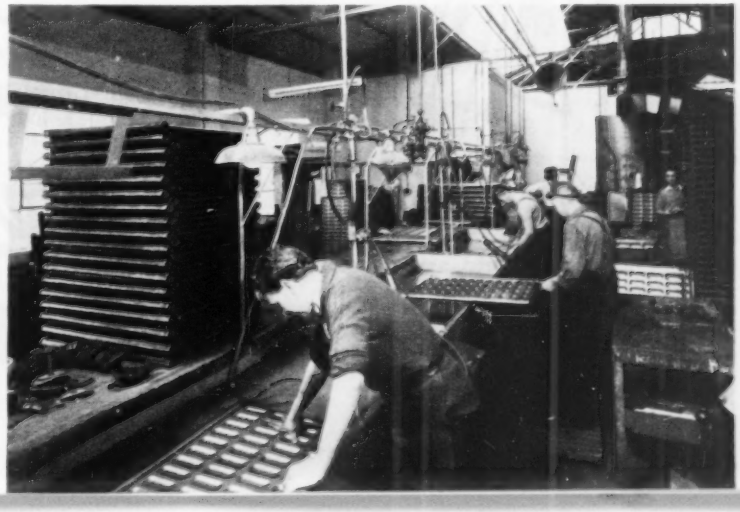
Somehow, long-service awards have more meaning when the atmosphere is so honestly informal; and they have 45 people with 20 years' service and two, the master weaver and chief engineer, have stayed 25 years. When they give references, they always make a point of stressing that the person "'worked with us'—not for us". Reasonably successful, the new canteen is regularly used by some 70 employees, who enjoy a four-course lunch for one and eightpence. Less flourishing is the sports club which was pretty well killed by television. On the factory premises, there is a comfortable rest-room for anyone in uneven health.

"Perhaps we could get more out of people by turning this place into a concentration camp, but we prefer it as it is. We pay good rates; we expect good work, and to give you an idea of how they feel, I can tell you that no weaver takes a morning or afternoon break". Their pension scheme is adventurous: three per cent of an individual's earnings, plus something like four per cent from the company is invested by a committee composed of stockbrokers, accountants and directors. "If the investments are sound, a man could leave here with a four-figure pension".

★

PERSONNEL manager with **Dimplex Ltd.,** makers of electrical appliances and water radiators, **Mr. G. E. Stone,** is a time-served soldier

You do not have to worry about job descriptions if you give the 'Min-Lab' men a factory tour



Personal Memo
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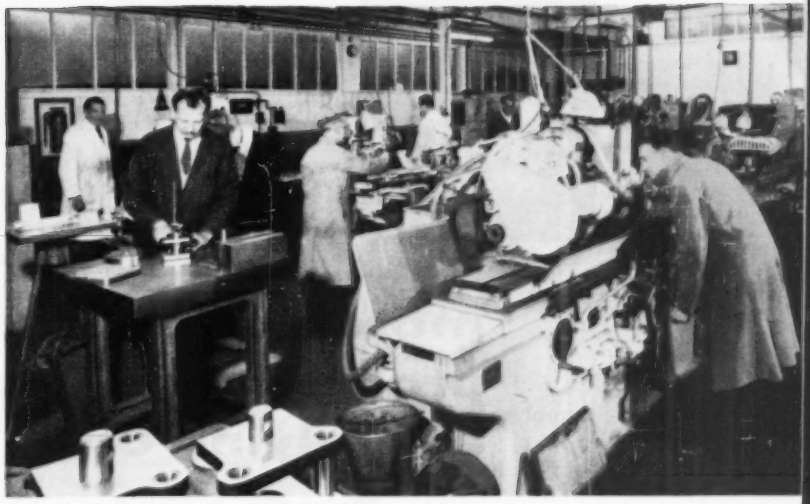


Even in the 'finest toolroom in the South', where fringe benefits are excellent, semi-skilled workers are at a premium

who was with the Ministry of Labour locally for a brief spell before his appointment. Soon after he began this job, he was shrewd enough to invite four of his former colleagues from the Labour exchange for an afternoon's factory tour. Nowadays, many of his workers are pre-selected because his requirements are known in detail.

A measure of the way Dimplex treat their people is the fact that most boys they trained have returned to them after national service. This fast-expanding firm was contained in a garage at nearby Totton ten years ago. Today, with over 350 personnel, they are planning their sixth factory extension and training men for the extra volume of work.

In January, a night shift was started —"like starting a new business" says Mr. Stone—so that the waiting time on current orders could be cut severely and for a whole crew to be ready to move into the new building. Dual-purpose thinking is a feature of the Dimplex management: their canteen has a bar so that it can be transformed quickly into a social club and gold-watch giving after 10 years' service is surely an incentive as much as an act of gratitude.

Trade cycle to measure

REMARKABLY trouble-free is the **Calor Gas (Distributing) Co. Ltd.,** where some 100 people are engaged in filling gas cylinders and testing and preparing pressure vessels. Staff and workpeople have almost doubled in the past five years and, though he would not seek credit for it, growth has been smooth in the hands of their manager, **Mr. A. J. L. Laing.**

All production workers earn a bonus and their 42-hour week is no guide to their earnings as most of the men can be sure of overtime all the year round. More than 50 per cent are in on Saturdays and their trading peaks —in the summer and before Christmas —come when a little extra money is most desirable. Incidentally, an agreeable aspect of their production bonus is that everyone connected with production qualifies. And the profit from cigarettes sold in the canteen helps to pay for the Christmas party.

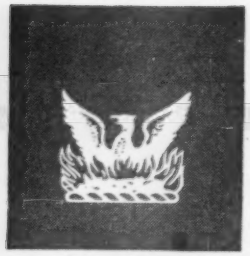
★

CLAIMING to be the 'Finest Toolroom in the South', **Vero Precision Engineering Ltd.,** can be proud of their sick-pay scheme. I gathered from **Mr. G. F. Day,** their general manager, that boys up to 18 years can contribute one or two shillings a week for which the benefit is four (or eight) shillings a day—depending on the amount subscribed. Above the age of eighteen, two or three shillings can be paid in for a benefit of eight or twelve shillings a day. Provided a doctor's certificate is presented, an employee can draw on this fund immediately: there are no waiting days—30 days full benefit followed by 30 days half-benefit. Then 13 weeks' contributions must precede a further period of benefit. At the end of each year, the total money in the fund, minus the £25 that floated the scheme, less 25 per cent (which is banked), is shared among the members according to their shareholding.

General work conditions are admirable here. There is no guaranteed overtime but most employees average eight hours a week. Mr. Day is starting a new apprentice section, building up from a strength of 22 to an ideal of 30, and this section must be productive. "Tool-room personnel are like gold. We advertise in the North country and offer loans for housing—without success". But even if Mr. Day will be confident about his future craftsmen, he must take his place in the considerable queue for semi-skilled workers.

Climb in comfort

IT was certainly good to hear **Miss P. M. Teece,** personnel officer with **British-American Tobacco Company Ltd.,** referring to their practice of having the factory medical officer examine all payroll employees annually for the last five years before retirement. If they stay on in their old jobs, which is exceptional (transfers are arranged and women carry on to 65, men as far as 70), these check-ups are



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Personnel Management

IN SOUTHAMPTON

continued ; and a good deal of informal counselling takes place at these medical sessions.

As in all light industries employing a high proportion of young women, a fairly high labour-turnover persists (45 per cent plus), but at times, with the seasonal fluctuation in orders, this irregularity works to the advantage of the firm and redundancy has not troubled this factory since the early thirties. An attractive idea is their well-designed notice-boards with a section in red felt headed "This is New"; and these boards are in constant use throughout the factory : the union has separate notice boards.

The work of Miss Teece is undoubtedly made easier by the good pay and conditions of service in this factory ; generous fringe benefits in the form of pension, sickness and accident schemes, subsidized canteen and sports club ; good working conditions and steady employment ; and training schemes for all levels of management with staff college facilities.

Wholesale come-back

FOLLAND Aircraft Ltd., a member company of the Hawker Siddeley group, is remarkable for a combination of its family spirit, with many expressions of paternalism dating back to the days of Mr. Folland, and a strong but sympathetic management. Proof of the respect for Folland's fair dealing is that they have just taken back the last of 1,250 men laid off during the difficult days at the end of '58.

Mr. R. L. Smith, personnel manager for the past nine years and formerly on the American side of Ford at Dagenham, is proud of their medical centre (a minature hospital) ; his barber's shop, where appointments are booked one day ahead ; and the landscaped factory units. But he is not too sure about the usefulness of their time-saved bonus system for production people. "I would like to see a flat hourly rate throughout the engineering industry. Men like to have a weekly wage. I would like to have an output bonus for the factory as a whole, given in proportion to grade".

"The shop stewards here are gentlemen", said Mr. Smith, but they do exert a constant pressure for change which is boosted at the bi-monthly Hawker Siddeley group shop-stewards meetings. Good ideas/benefits spread quickly as a result of these gatherings.

This firm has cleverly blended its buildings with the natural advantages of their Hamble site, and their sports and social club must be one of the most active in the country. With a full-time sports manager, a modern and spacious club-house and facilities for all forms of sport, from rugby to bowls, angling to flying. They are certainly making full use of all that is provided. But I was amused by the contrast between the speed of the aircraft and hovercraft being built, with this instruction in the staff handbook: "Many accidents have occurred owing to employees running in the factory. You are reminded that running on the premises is strictly forbidden."

With three generations in some departments and "no trouble too small for the man at the top", you would not have to look far to find a reason for working hard in this Company.

NEXT MONTH

Staff writer

Simon Macdonnell

reports on personnel

management in

CARDIFF

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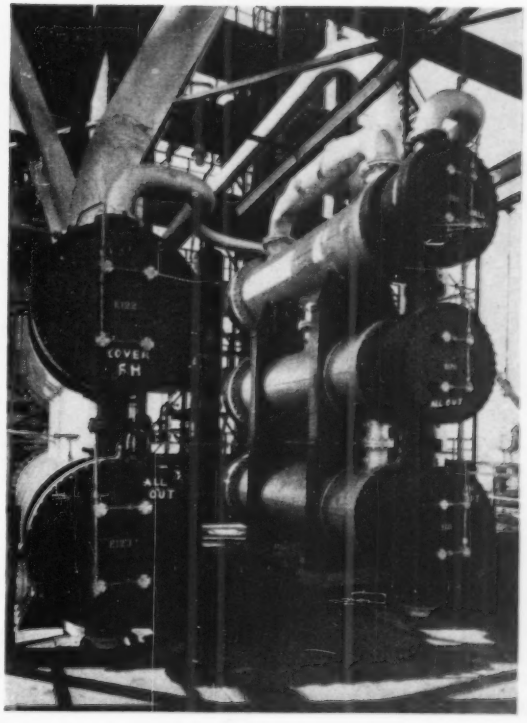
Heat Exchangers —a cool answer to a hot problem

(and vice versa)



ANY WAY OF reducing production overheads and increasing output, by using energy lost in manufacturing processes is looked upon with considerable favour, by the Tycoons of heavy industry. Heat exchangers have this virtue, they extract heat from liquids and transfer it (usually in the form of steam), where it can do most good.

Quite by chance I bumped into a friend who is in this line of business. I say quite by chance, because last time I was in his area—he was too busy to see me—he was up to the eyebrows in a massive production drive, to produce exchangers for a big oil refinery in the States. He appeared to have more time to himself on this occasion, so I asked whether business was as good as usual. "Better than ever," he said. "If it keeps up our sales figures will be up one-third on last year's." I then remarked that he had more time to himself these days. "Yes," he said, "I thought I knew everything there was to know about heat exchange. Well, I was put in my place by someone in quite a different line of business. Take a look over there."

He pointed to a couple of drink vending machines. There was a hot tea machine and a soft drink machine sited unobtrusively in the corner of the workshop. "That's heat exchange for you, applied to the individual. A man comes in first thing in the morning—or perhaps he's on night shift—he's cold and if he's coming off shift he's undoubtedly tired—so he has a cup of fresh hot tea from the Stills vending machine—he no longer feels tired, he's warm—ready for work and he's a happier more efficient workman. It's the same with Stills cold drink machine, these 'shops' aren't exactly 'air conditioned' you know. The man's tired—thirsty —morale wilting a bit—he has an ice cold drink from the Stills machine—heat exchange—and you have a cooler happier worker.

"It cuts out that nonsense with the tea trolley, no queueing, no brewing, a man goes for a drink when he feels like it—and I've found production figures have been going up ever since we installed these machines. Stills vending machines are no trouble to service—they serve hot or cold drinks at the drop of a coin—24 hours a day."

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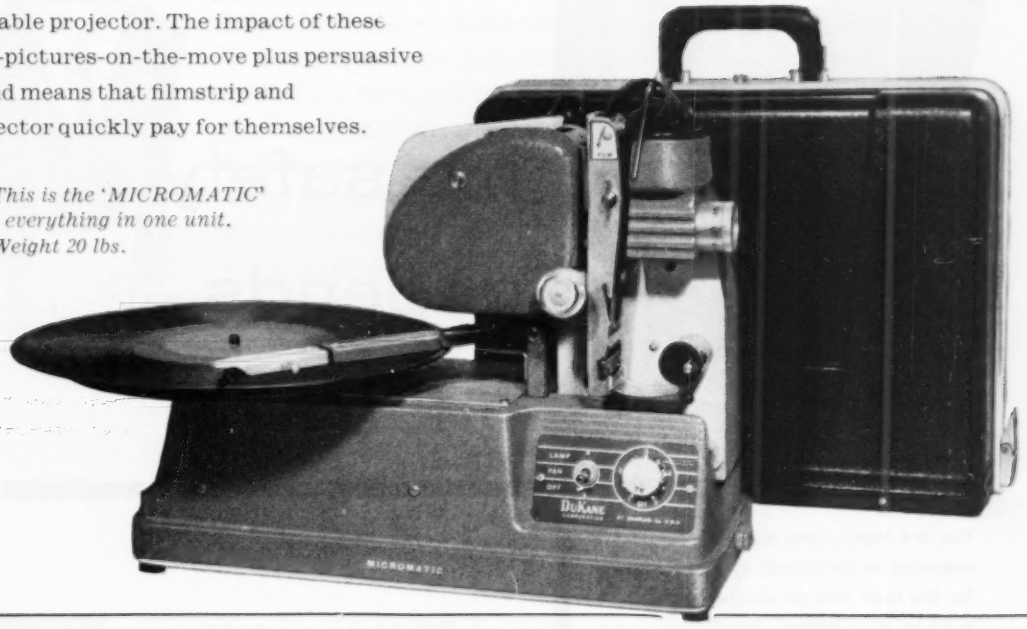

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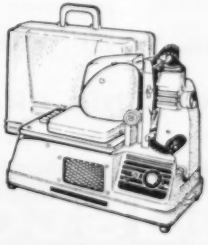
For desk-top presentation of your sales story in broad daylight, or for full auditorium projection to hundreds of viewers, there is a Dukane portable sound filmstrip projector for every need. Here are three examples from the full range of seven.



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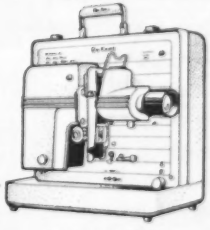

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Powerful 1,000 watt machine for large audiences. Shows 35 mm. strip and 2" x 2" slides. Can be coupled to auditorium sound unit for commentary and automatic film advance.

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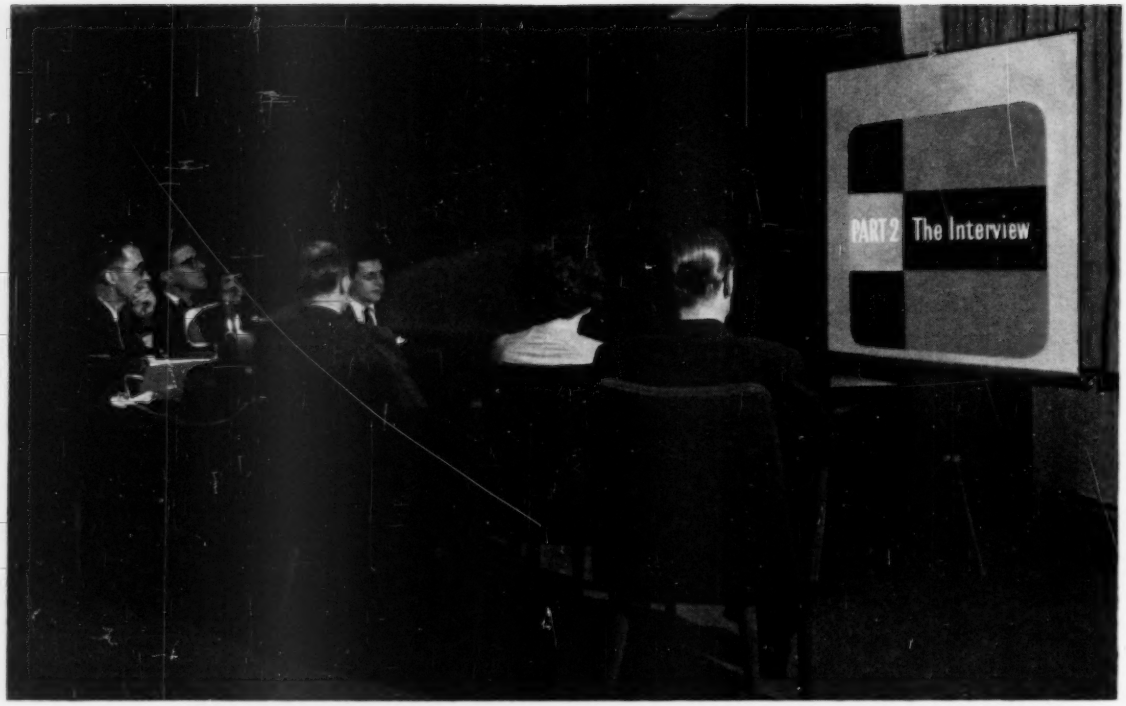

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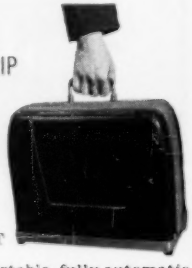

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P.M.M.2

Letters to the Editor

The reluctant interviewee

Sir,

What impressed me most about William Whyte's arguments at the recent BIM Conference was his frank concern about the trend of people becoming alienated from work. Though he feels that this preoccupation with work conditions, prospects, company atmosphere, fringe benefits will dwindle in the U.S.A. during the next few years, I cannot be so optimistic about this country.

Week after week, in my interviewing of applicants, I am struck by their lack of purpose and what has been called "a tired reluctance to be work-oriented". Apprentices, technicians, graduates—are all infected with a comfort-seeking fever. They will tell you how much they want to work for you (if the pay suits), how happy they feel they will be in your organization (just because you are civil to them), how they are really dedicated to 'getting on' (the big money soon), and that they are confident that you can provide them with security and ladders for promotion (which makes you sorry you put that line in the advertisement). But not a word about their own keenness for the WORK you want done!

Mr. Whyte summed up admirably when he spoke of "resisting the impact of real life", and of executives more selfishly concerned with climbing manœvres and self-defence than with job contents. In this country, it is not difficult to see how the sad state of affairs has come about. Employers devote themselves to profits so that the work is viewed primarily as a necessary evil related to this goal of money-grabbing. Trade unions and their membership follow the bosses' lead and are so busy bargaining and rate-fixing that production takes on a secondary importance.

No doubt, the worse aspects of bureaucracy which dominated our lives and influenced our work attitudes during wartime have contributed to this widespread debility. I only wish Government spokemen would realize how profound this trouble is and that it is related to our deteriorating reputation in the export field and our national casualness about after-sales service—amongst other things.

You can read the psychologists and sociologists if you can spare the time to discover why certain people will not work hard but surely we all know what work is and why we do it—and why it should be done well. I am convinced that work is for personal and social reasons, both a necessity and a privilege; and it is time these attitudes were made explicit at all levels in industry.

R. SELBY.

Leadenhall Street,
London. E.C.3.

In a rut

Sir,

I was overjoyed to see Mr. Moore point out in the April issue how important it is for all of us in personnel work to guard against our selection processes becoming too regularized. Of course, one of the reasons why a personnel officer is taken on is often to introduce systematic, objective recruitment and selection in a firm. But I think we should not neglect the opportunities that arise in a random fashion in our daily lives to recruit individuals of unusual potential.

Only a few weeks ago, I discussed such unorthodox recruitment with a successful executive who supported my argument with a most relevant anecdote. This executive's father returned career-less from the 1914-18 war and, meeting a bank manager by chance in a restaurant, was offered a start in banking (just because the manager liked the look of him); and as a result of this encounter, his father spent a happy lifetime in this work, becoming a manager himself. A trifle haphazard, you might say, but this act of selection was surely based on sound judgment, not a mere hunch.

Impressed by his father's fortuitous start, this executive recalled this model when he noticed a surprisingly well-spoken lad who served him at a petrol-station last summer. Lingering over payment, he discovered that the youth had been attending an agricultural college for several years, but suffered the misfortune to be kept from his final examinations by a bout of rheumatic fever. Unhappily, his illness will keep him off the land permanently.

The young man naturally felt disappointed, that he had missed his vocation. As he seemed to be intelligent, the executive offered him a job in his firm and I gather, after a planned rotation of jobs in junior positions, the young man is now a management trainee. As personnel selection becomes more systematic, I fear that many personnel officers are growing less willing—and, in some cases, too restricted by their brief—to take such golden opportunities when they occur.

K. W. PARKER.

Newton Aycliffe,
Co. Durham.

Case for a sliding scale

Sir,

Your April survey on occupational pension schemes laid great stress on the hopes of managements that the Government would increase benefits under its new graduated system. Like the majority of firms you mentioned, I too would like to see something of this nature arising out of the scheme.

However, perhaps you would agree with me that there ought to have been some allowance made in the State scheme for increases to operate on a systematic basis. The 1959 Act requires that those firms who contract out should offer their employees at

READERS' LETTERS

continued

least the equivalent through a private scheme. To my knowledge, private schemes do accept that money values change and that additional benefits should be available to compensate for such movements as the rise in the cost of living. Even if this were not the case, managements are generous in making suitable adjustments to their own schemes to ensure that benefits keep pace.

Therefore, it would seem to me that the Government could have incorporated a sliding-scale factor in their own scheme so that the State could offer similar advantages to those who contribute. Since the State has led the way in gaining a foothold for transferable rights, it is unfortunate that they should insist on being flogged for increases in payments.

J. SELBOURNE.

Mark's Tey Road,
Colchester, Essex.

Off to a good start

Sir,

I would like to comment on an article in the April issue in which you refer to the private bus service which we are now running. The wrong impression is given by certain points in your article which I would like to correct.

In the first place, we constantly approached the Derby Corporation complaining about the inadequate bus service in the morning, pointing out that many of our girls were losing time and money and furthermore many more were arriving at the factory some half an hour earlier, preferring to get an earlier bus to prevent themselves from being late.

The Derby Corporation admitted that their service was inadequate and in view of this we applied to the Traffic Commissioners to operate a private bus service charging our employees the same rates as the Derby Corporation. In spite of having admitted that they could not provide an adequate service the Derby Corporation opposed our application.

You state that as Derby Corporation opposed Hampshire's application on the grounds of wasteful competition, we agreed to withdraw our service immediately the Corporation were in a position to provide an adequate service. We have not agreed to withdraw our service but stated that, when the Derby Corporation was in a position to provide an adquate service, we would consider withdrawing our own private bus service. We would point out that the Derby Corporation opposed our application on the grounds that they could provide an adequate service. This of course was completely disproved by the amount of evidence we produced to discount this.

We appreciate the fact that you have published an article on this as we feel that many firms suffering as badly as we did could apply for such a service, and even if they are not successful, the publicity would possibly jolt their particular Corporation into some positive action. As a point of interest, it is pleasing to note that each day a bus full of our employees arrives exactly on time having picked up passengers at four stopping places en route. Our incidence of lateness due to inadequate transport has been eliminated with a subsequent increase in production and morale of our workers.

A. L. BURLEY,
Works Manager.

F. W. Hampshire & Co. Ltd.,
Sunnydale,
Derby.

★

Sir,

When are employers going to realize that factory employees are not drudges whose serfdom can be satisfactorily terminated in retirement with a smile and (perish the article!) a gold watch? All right, if the time-piece is a private sentimental gift, for which employees are prepared through all their working lives by countless emotional house-journal features (" Your chairman takes a personal interest in everyone employed here and when he signs a long-service certificate he always feels . . . etc, etc."), then I can accept this outdated, patriarchal practice as a piece of vestigial paternalism. But when these 'awards' are so widely publicized, I am sickened by their prevalence.

I have noticed the consistent scorn in your editorial columns for these ceremonial occasions, but I wish you could replace this with some constructive pleading on behalf of decent retirement policies. I have been reading of American companies who are facing up to their obligations to older employees and benefiting from their willingness to face facts. One firm boasts in its recruitment advertising of craftsmen who have been with them for 40 years and are still going strong: they " do not believe there is any good reason why a man's age should be his cross ". Another company recognizes that even a man on a fairly good pension just cannot sit around the house after he retires. So they conduct courses where old hands can learn to service the firm's domestic appliances for their dealers on a part-time basis.

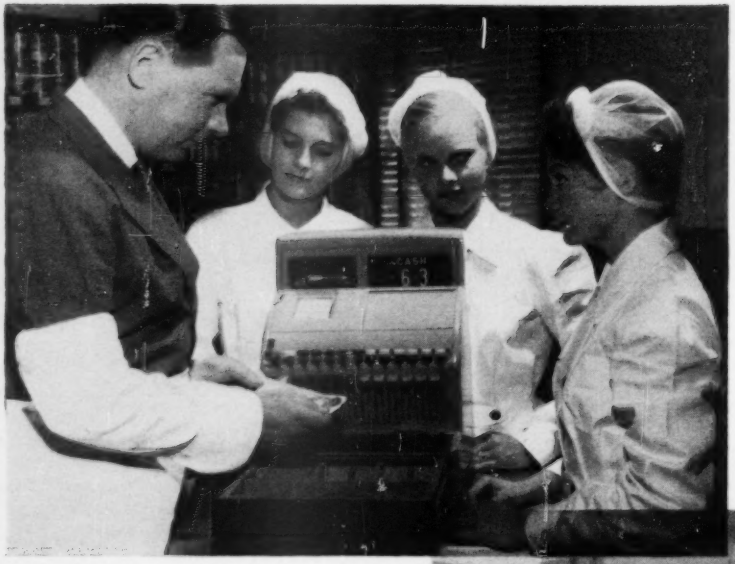
My view is that firms are pitifully short-sighted, irresponsible and unbusinesslike in not attempting the retraining of older employees, and in giving as much attention to an employee's capabilities during the second half of his career as they do to 'forcing' his talents during his 'early years'. As work planning becomes more sophisticated and automation creeps upon us, our more mature employers and their reservoir of experience are bound to be more respected and valued as tempering agents in times of disturbing change.

IAN MARTIN.

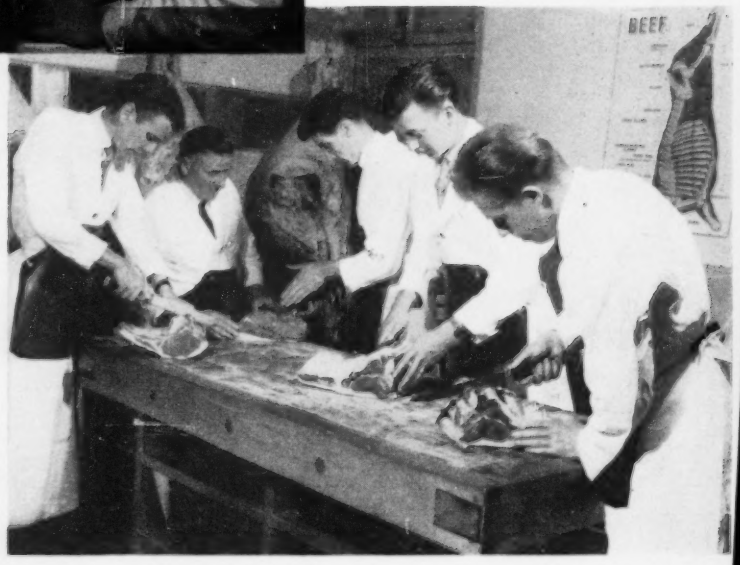
Millmark Grove,
London, S.E.14.

Chancellor's Stab at Industry

Will the payroll tax work? Our article on page 33 gives some of the answers. The Editor invites readers to air their own views on this touchy matter.



Such progressive employers as J. Sainsbury Ltd. show up the alarming lack of training, common in distribution



The Under-developed Quarter

by Elizabeth Denny

For most of the 285,000 school-leavers who enter the distributive trades each year (roughly a quarter of the total number seeking employment), all teaching ends at 15

OF all the under 18's employed in this country, more than 20 per cent find their way into the distributive trades. Behind this familiar statistic lies a problem of continued education in industry to which there seems to be no present solution, and which is seldom found on the conference agendas of advanced employers discussing education schemes for promising juniors.

It is the problem of the 285,000 boys and girls (mostly girls) who go into Distribution when they leave school at 15, and this trade is not known for its advanced employers, although it provides jobs for 12 per cent of the total working population. Its employment policies are generally outdated except for the upper crust—the great retail departmental and chain store organizations, and one or two enlightened food multiples.

The majority of the trade is made up of a very large number of small independent retail outlets and a lesser number of wholesale operators. Employees work in countless small establishments up and down the country, often under conditions that Mr. Polly would have criticised half a century ago and which, in terms of today's insight into the sociology of employment, seem almost unbelievable.

It is not only that behind the scenes in many of these places there are sub-minimal concessions to staff comfort and hygiene, but that managerial concepts of selection, training and employment seem often untouched by what has been learned in the last 60 years about people at work.

In innumerable independent owner-manager units, where the majority of Distribution is carried on, the pattern of employment and operation has changed little since the 19th century.

In manufacturing or processing operations, on the other hand, there are usually many workers under one roof, a repeating pattern of work-flow, routine procedures susceptible to measurement, and often considerable profit margins. High rewards tend to attract high quality management, who encourage the spread of ideas and the formulation of liberal and enlightened policies. Under such laboratory employment conditions, research and experiment in the field of human relations have led to great advances in man-management, and the body of understanding gained has brought incalculable gains in human happiness (and material output) in many other fields of employment. But not in the field of Distribution.

Non-starters

The 1957 Survey of Education and Training for the Distributive Trades stated: " Until very recently there was no teachable body of knowledge, no blueprint of principles of Distribution. There is still a great shortage of trained trainers; time, accommodation, and equipment are very scarce; there is a great lack of employer-enthusiasm for training as we understand it. The traditional approach among wide sections of the Distributive Trade is the assertion that distribution cannot be taught, and such on-the-job training as is given in shops and warehouses to young people is at the mercy of ' experts ' who may or, more likely, may not, have the gift of imparting skill and interest. . . ".

Nor, in the small independent shop or warehouse, does one often find supervision with the dedicated response to a trainee's needs that the training officer of a large organization can give.

Since the 1957 Survey, the picture has brightened—*for the brighter children.* Some of the great department or chain-store organizations, and one or two food multiples have training schemes for juniors employed in shops, offices and warehouses. The physical structure of such organizations provides great opportunities both for technical training and for continued general education comparable with those in factories or other work places where many people work under one roof. Most schemes evolved for education in Distribution are based on this assumption, just as they assume a turnover sufficient to finance the act of faith which all training is.

Many technical colleges and commercial schools now provide full and part-time courses for juveniles and others employed in Distribution, particularly in Retail Distribution. For non-food employees there is the three-tier structure of the National Retail Training Scheme; the Food Trade has the Institute of Certificated Grocers; and the Co-operative Union runs courses of management study.

But all these schemes demand from the juvenile employee a great and sustained desire to better himself, as well as scholastic attainments which the majority of those entering Distribution do not possess. They also demand enlightened employer participation which simply cannot be expected from the thousands of small single-trade employers who make up the bulk of the Distributive Trade.

For Distribution depends very largely on the girl or boy who leaves school at 15 without having acquired a leaving certificate or other academic qualification—on the " non-apprentice ". This is almost the cheapest kind of labour and its lack of academic achievement is no bar to employment in a trade where there are few skilled jobs. Although many schools give some elements of commercial or technical training during the last year of school life, it is a fact that very large numbers of those juniors who enter Distribution do so because they are not intellectually suited to any other trade.

Years of staff shortage and high staff-turnover make the young applicant for Distribution welcome on sight, however unsuitable he or she may be to the work. Because entry into Distribution is non-selective, employment in the trade is regarded by many boys and girls as a low prestige occupation which they enter

Canteens are often makeshift or non-existent for shopworkers: this staff restaurant is a rarity

reluctantly. Once in, few of them have opportunity or encouragement to better themselves with further education or proper technical training, and few of them show much wish to do so.

While it is clearly true that there are very many kindly and well-intentioned individual employers, who take a genuine interest in the happiness of the boy or girl they employ, there is a widespread sense of disillusion born of many disappointments. They lay the blame for this squarely on the shoulders of the young generation.

" They don't seem to care nowadays ", they say. " They don't want to learn. They only come for the money. As soon as you've begun to teach them anything, they give in their notice. It was different when I was young. They don't seem to have any staying power today ".

It is unrealistic to expect these employers to encourage juvenile employees to go to College one day a week for craft or commodity training, which they feel can be better taught in the shop, or warehouse, where they learnt it themselves; still less to release them for part-time continuation of " liberal studies " in business hours, in order to retain a tenuous hold on the learning acquired during school years. For such continued studies give virtually no short-term benefit to the employer and are a long-term casting of bread on the waters for the benefit of society as a whole. Such a level of social response is rare indeed among individual employers in the distributive trades.

The Government White Paper of 1956 pointed out that while 90 per cent of those eligible for part-time day release in the engineering industry were receiving further education, only 4 per cent were going from the distributive trades. As competition in commodity distribution is continually being stepped up, with a corresponding need to keep wage costs to a minimum, this figure is not likely to increase.

Random placing

A number of juniors entering Distribution try first for office work, and in many cases, again, staff shortages and non-selective habits by management land them in jobs for which they are not really suited. Here they may learn to type and file and, in time, some of them will learn to make a useful contribution in routine jobs. But many such juniors would find themselves out of work if recession or mechanization brought selective staff reduction for, in the last resort, the majority of them are not best suited for work calling for intelligence and initiative.

What of the young employees themselves? It is interesting to observe that the class differences which divide society are being overlaid by new caste lines based on academic achievement. Boys and girls who leave school as quickly as they can at 15, without academic attainments are those who have already been ' sorted ' by the 11-plus examination into the ' bottom drawer ' in a system of differential prestige by intelligence. They have a sense of intellectual inferiority. Is it reasonable to expect them to pursue an ' education ' which they feel in a sense has already rejected them? Some technical colleges are able to provide part-time classes in ' liberal studies ' for boys and girls at this level, distinct from (or sometimes mixed with) lessons in technical subjects, like typewriting or display.

It is a fact of experience that they often resent this return to the classroom, where they feel out of place and at a disadvantage brushing shoulders with students of their own age who are in a higher intellectual group and studying for advanced qualifications. Nor is it easy for the technical colleges to find time, place and tutors to meet basic educational needs at this level.

It is natural that these boys and girls should resist efforts of the few employers who do try to help them keep a hold on general education, although they will accept the purely technical classes. They cannot easily be led, pushed or persuaded into seeking knowledge for its own sake, for they can get their satisfactions without it.

They leave school with relief, as soon as they are allowed to; they come into employment, and during the precious and difficult years of adolescence they move from job to job indifferently, learning next to nothing, their interest and energies taken up with the esoteric, sometimes vaguely anti-social, pleasures of their world.

These are the people in the Crowther-bracket, pouring out of schools and on to the labour market at 15. Nearly a quarter of these will go into Distribution, and a small minority will find employers willing both to train them in some specific skill and to help them keep in touch, for a few hours a week, with subjects of general cultural value. Bread on the waters indeed! The rest will enter an employment where they will neither learn a skill nor keep a hold on such learning as they have, for they have never learnt to want knowledge and their employers cannot afford to educate them.

This whole question is, of course, the subject of debate and anxiety at high levels, and there are many complications. Pending Government action; awaiting the building of the County Colleges; looking forward to, perhaps, a re-statement of the part that industry and commerce must play in the job-school nexus, we should remember that, as things stand today, for tens of thousands of young workers all teaching ends at fifteen.

ABSENTEEISM

—management's costly failure to reconcile material goals and social aims

by R. D. Moore

ABSENTEEISM, like the poor, is always with us. Do we tend then to regard it as inevitable, like rain for the summer picnic, 'flu in February and crowded beaches in August?

If this is our approach a new booklet just published by the B.I.M. should jolt us out of our apathy. The figures given for the incidence and cost of absenteeism in Great Britain are truly alarming. On an average, the writers tell us, more than a million people—that is 5 per cent of the labour force—are absent from work every day. Five per cent of the economy's total output is £1,000 million. Although a given reduction in absenteeism would not necessarily cause a proportionate increase in total output, nevertheless the total costs are very high.

This booklet gives figures to show that absence adds from 9d. to 15 shillings per week to the wage cost of every individual employed. These figures are produced by costing the expenses which absenteeism causes. Overtime worked to make up for lost production is one major form of waste; extra labour employed for the same purpose and loss of sales are other major causes of needless expense. Then the money and time spent on a sick-pay scheme can be considerable. These costs mount if sick-visiting and interviewing of returned absentees are added to the other activities of the personnel department. In five out of 11 firms the cost was five shillings or more per person employed each week. Such a wage claim would be regarded very seriously by most firms.

Surveys and research in industrial and commercial undertakings over the past 30 years, have shown that, much absenteeism is *not* inevitable. Some at least of that absenteeism labelled 'sickness' could be avoided, for it is rooted in the emotions and susceptibilities of the people concerned. We obtained a first hint of this fact from the results in the 1st Relay Assembly test room, which was part of the now famous Hawthorne experiments carried out 30 years ago by the Harvard Business School at the Western Electric Company in the U.S.A.

The girls in that relay room developed into a small team with a very high morale. They felt they had a common goal with management, that of benefiting their fellow workers. They were consulted frequently by the management. (One of them went to the heart of this new relationship between themselves and management when she said about their supervisor: "he ain't our boss he's our supervisor".) They felt important and needed. "The fullest forces latent in the human mind and emotions" were unleashed. Production rose to 30 per cent above the normal level and absenteeism fell to one-third of the normal rate. The girls themselves had one-fifth of their former absences.

The fact that absenteeism is related to the kind of leadership given is shown by another war-time study made in three companies in the metalworking industry in a small East Coast industrial city in the U.S.A. One company had a much lower rate of absenteeism

IDLE MACHINE

"Absence adds from 9d to 15 shillings per week to the wage cost of every individual employed"

than the other two. This company alone had had a training scheme for the past 20 years in which foremen had been instructed in the importance and skills of handling human as well as technical situations. These foremen, further, had the aid of *technical assistants*. This freed them from much routine technical work and gave them time to concentrate on communications and the building up of a strong team spirit.

Settled in

Similarly, in a firm in California, the absentee rate for one group was considerably lower than that for the rest of the firm, where it was very high indeed. The reason was not far to seek. The 'leading hand' of the group backed by the foremen was looking after the group and helping them with their technical and human problems. They saw their job particularly as one of helping newcomers to settle in. Hence, they were maintaining a stable position within a chaos of high labour turnover and high absenteeism.

Another more recent study reported by T. T. Paterson in *Morale in War and Work* confirms the importance of having a common and worthwhile goal. Royal Air Force squadrons stationed in the West of England had a high accident, high sickness and high AWOL rate. Morale was very low. Paterson decided the causes of this were social. The men had few opportunities to intercept or defeat enemy planes and their sources of self-respect were therefore being threatened by circumstances.

'Pep' talks had done no good. By casual conversation with the pilots Paterson was successful in suggesting a new challenge—that of the weather, which was unpredictable and often bad. He managed to arouse interest in and enthusiasm for, the development of bad weather flying skills amongst the pilots. The result was a remarkable improvement in morale with a marked reduction in the accident, sickness and AWOL rates.

More recent studies are confirming the emotional nature of much absenteeism. The Ministry of Fuel and Power made an analysis of all the reasons for being absent (such as oversleeping, accidents, sports, sickness, personal unexplained), to find out why men in coal-mining were absent more often on a Monday. They found that the men gave *all* these reasons for absence in a greater proportion on Mondays. Hence the conclusion that their feelings must have been co'oured by a 'blue Monday' effect!

A study made by the Acton Society Trust into the relationship of size of pits and morale shows that absenteeism and accident rates are higher in the larger pits. Investigation in two other British firms revealed that productivity was higher in small groups than in large groups. It looks as though social and emotional factors are at work in these group situations also.

It seems to me that this question of supplying goals which will capture the imagination of people at work is presenting one of the greatest challenges yet faced by industrialized societies.

Much work done by people today seems woefully inadequate from this point of view. Speaking about men on production lines in highly mechanized processes for example, a research worker said recently to me: "the only decision left to those men is whether to strike or not". Yet most of us would feel that society has greatly benefited from the cheap and varied material goods which are turned out by these modern production methods.

Is the reconciliation of material goals and social aims impossible? Can we provide an industrial social environment in which man can develop his whole personality? If not, we shall continue to suffer from high absentee figures as one of the symptoms and possibly a very necessary safety valve —of industrial social health. Be that as it may, individual firms cannot diagnose and attempt to cure their own particular absentee problems unless they can analyse, accurately and in some detail, where the trouble mainly lies. The pamphlet issued by the B.I.M. gives valuable help on this aspect of the problem.

The analyses made of the absentee rates in 70 firms show that there are several variable factors. The rate of absence for both sickness and other reasons is higher for women than for men, although the average length of each absence is rather less for women than for men. (The average over-all rate is 4.1 per cent for men and 6.4 per cent for women.) There is too a pronounced seasonal variation for both men and women, February being (as we would rather suspect!) the peak month.

Strain points

Absence tends to increase with the length of the working week. In this case, absence from sickness rises significantly for women whereas men are absent more for 'other reasons'. Hence women probably attribute most of the extra time they take off to sickness, when this is unlikely to be the real cause. Larger firms also had higher absence rates than smaller ones, but the writers point out that this may be owing to the more generous sickness payment schemes in these larger firms rather than to higher or lower morale.

Absence rates are higher in London and in the South East than in other parts of the country. Older people are absent less but for longer periods than younger ones and single men have high absence rates and are absent more often than married males. Skilled men often have lower absences than unskilled and absence rates are higher when unemployment is low. There is some evidence suggesting that

absence increases with overtime worked and varies from day to day during the week, being particularly low on pay day!

It seems clear that the first step towards the control of absenteeism in any organization is systematically to collect and analyse the absentee figures. A particular pattern for that firm may well appear and remedies may then suggest themselves. For example, one firm found that the absentee rate amongst their full-time married women was very high. They introduced a more flexible system of hours for this type of woman and the absentee rate dropped considerably. The authors of this booklet suggest that even the recording of absence may serve to reduce it, since everyone will become aware that their absence is being noticed. The encouragement of smaller working groups, the reduction of the working week, regular medical inspections for older people, greater safety measures, are all ways of reducing absenteeism which suggest themselves from the analysis of causes described in the B.I.M. booklet.

After-care

One further cause of absence from work suggested itself to me when I read another report which has just been published, by the National Council of Social Service, on the problems which face ex-prisoners. This committee emphasized how difficult it is for these people, many of whom are first offenders (more than 80 per cent do not return to crime) to find and to keep jobs.

The committee says that securing work need not be such a difficult problem for ex-prisoners if they were properly sponsored and taken care of after coming out of prison.

They recommend that there should be a department of the Home Office devoted exclusively to after-care, and that after-care officers should be recruited with the same standards and training as probation officers. There should also be many more prison welfare officers. The ex-prisoner would then have a strong and unified body helping him to get employment and supporting him through the difficult patches until he is completely rehabilitated.

These recommendations, if carried out, would be of great benefit to the employer. He would not feel so hesitant about employing ex-prisoners. If once employed, the man began to be absent or unco-operative, the employer would feel confident that some outside agency would be there with support and advice. Such measures would help to keep this type of employee who, the report says, "has within him some inadequacy which led him into trouble in the first place and now prevents him from settling down", as a productive and regular member of his work society.

It looks then as though we should regard high and frequent absence rates as a symptom of personal and social ill-health. Employers who set out seriously to control it may find themselves led deeper into a reconsideration of their own philosophy and the goals of their enterprise and, more widely, into a consideration of the form that a healthy industrial society should take.

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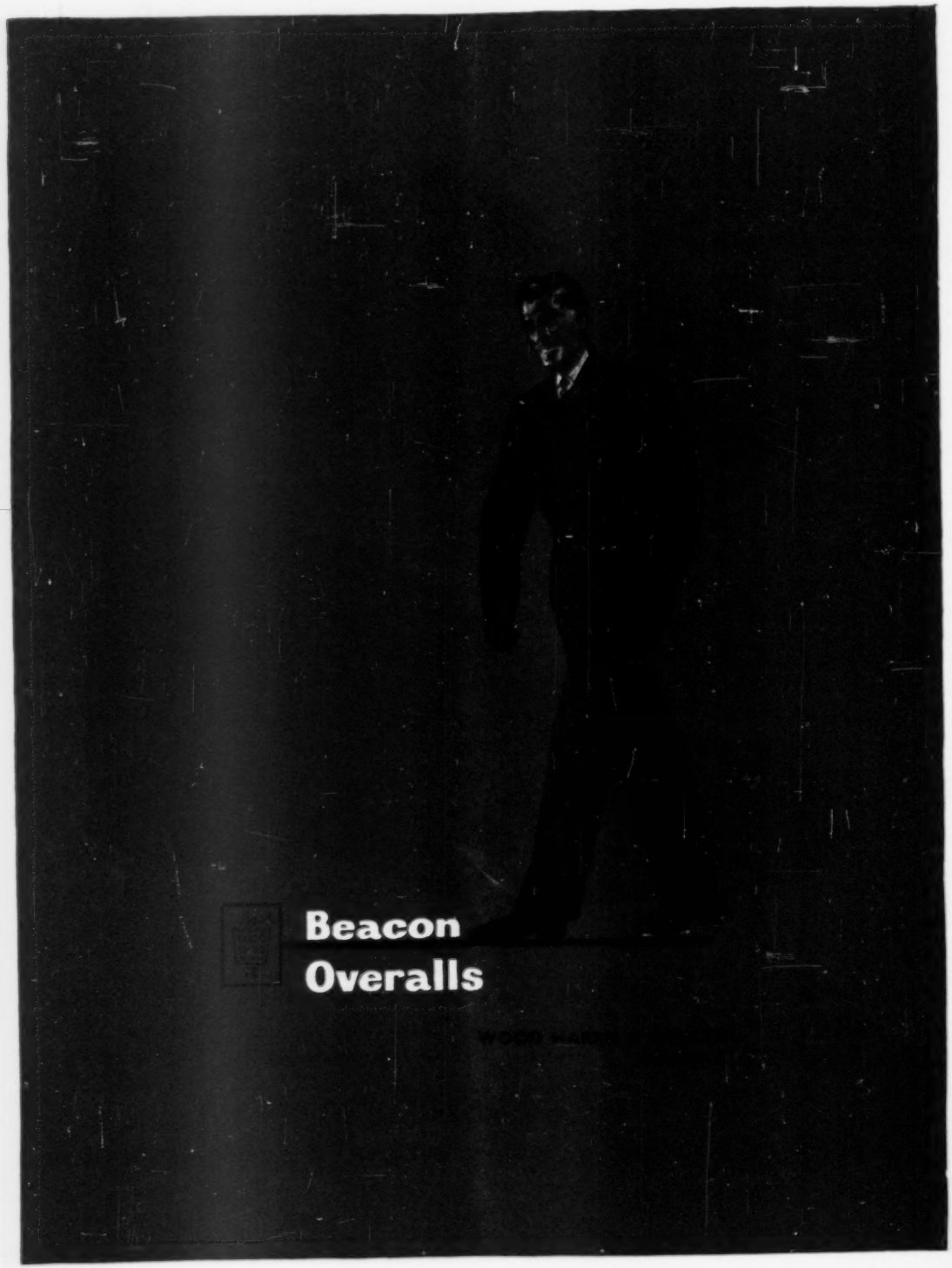

Beacon
Overalls

The Tax-Man Cometh

by Bernard Sluman

The Budget proposals have tipped the efficiency-contentment scales. Is industry prepared to pay, and so restore the essential balance?

"MY first reaction on hearing the payroll tax proposals was to get on to my M.P.—Robert Carr, as it happens—and to ask him if we had all gone stark-raving-mad". This disgusted comment by a top training man might equally have come from any industrial training officer or, worse still, from the Minister of Labour.

After a tour of persuasion in the provinces, trying to get more firms to increase their quota of apprentices and other trainees, the Minister of Labour, Mr. Hare came back to be presented with a complete contradiction to all his arguments. The situation is farcical: there can have been very little communication between the Treasury and the Ministry of Labour on this particular aspect of the Budget.

What about Commonwealth Technical Training Week? Does the Chancellor think that industry can now present itself to youngsters with a straight face? It is difficult to imagine that many of the firms taking part in this extensive careers-promotion drive will go about it with even half the enthusiasm they may have mustered before April 17. They will not even have a half promise that, perhaps, the four-shilling levy will be waived or scaled down for non-productive personnel. Little satisfaction too from the Prime Minister's casual statement that the tax may never be used at all.

An adviser on industrial training I spoke to soon after the announcement pointed out the incompatibility of simultaneous proposals for increasing training facilities and for levying a payroll tax. "You talk about stepping up trainee intakes if you are optimistic about the industrial prospects of the country. But a payroll tax takes exactly the opposite view: a pessimistic outlook, where expansion will come only through being forced".

A practising personnel manager has other ideas. One told me that he considered firms would not allow four-shillings a week to dissuade them from continuing their elaborate training commitments. Of course, he was talking in terms of the giants who can bear such costs. Even so, I can recall that some of the leading lights during a previous retrenchment period not only pared down their intake but actually reduced their training staff by a third. If they have no second thoughts for the vital role of their training schemes, the firms of smaller turnover—£500,000 is a reasonable figure—can scarcely be expected to

take on the load through purely social-minded generosity.

Some supporters of the tax as it affects apprentice training have said that it is acceptable on the grounds that Continental countries have already applied equivalent structures. They forget that in those countries, the tax is extracted from those firms which are not pulling their weight in providing the nation with extra supplies of skilled labour. We may well accept such a levy: but surely on the basis that the organization which provides adequate training is exempted.

Cloudy future

If this tax is imposed indiscriminately and covers trainees, we can look forward to a period of unemployment with extra-large representation from the school-leaver bracket. How will the tax affect the remainder of employable personnel? Obviously, some firms will begin to lay-off labour: that, of course, is the intention Mr. Lloyd had when he proposed its use. It will for a start have a possible restraining influence on those firms who hang on to labour that is not fully-employed. The Chancellor had the motor industry in mind when he listed this advantage. The car-makers may well laugh up their sleeves at his head-in-the-cloud naïvety. Have we not just passed through a period of short or no-time in that industry? The workers themselves took one of two courses: they went to other firms or they registered as unemployed.

The payroll tax, when introduced, will be a 'regulator' to be switched on and off to influence trade. It is difficult to see from the motor industry's viewpoint, how this differs from the current situation where hot and cold blow alternately. When the tax goes on, employees will be laid-off; once the levy is removed, the employees return. (An ex-Ford man will be no safer employment prospect for another company then than he is at present.)

Undoubtedly, one of the gravest dangers of this tax will be to guaranteed employment. Since no industrialist would claim powers of mind-reading, production planning based on the unknown quantity of a possible surcharge on labour will become a more hazardous task. Whereas the Treasury may relish its new ability to function from hand to mouth, employers are left to regret the passing of long-range forecasting. No matter how ready they might be to make firm promises to unions or to individual employees, they must preserve their freedom of movement.

On the fringe of this same threat, it is wise for employers to think too about other aspects of the Budget. The tax on television advertising that must ultimately fall on the clients' shoulders can have restrictive effects on guaranteed employment. Many firms have gone to great pains to have their workers accept advertising costs as a means of securing a prosperous future for everyone in the firm. The second danger is that where firms are required to tender for contracts some time in advance of actually meeting an order, they have either to allow for extra labour costs (which may never arise, if the tax is not imposed), or they have to rely on the tax not being applied. Either way, orders become less guaranteed.

The essence of any good incentive scheme has always appeared to me to consist largely of its ease of computation. That is another reason why I feel that personnel administrators in particular will have little faith in the tax as it is at present put across. Nobody knows what it means: everyone can put his own interpretation on it. Incentive schemes must always induce rather than cajole. Finally, any effective incentive is discriminating.

That this tax is undiscriminating vis-à-vis employee classifications has shown up in the boldest manner at trainee levels. But there are others: firms who rely upon a fair proportion of part-time female labour are justifiably concerned that these economic employees may become an essential burden if taxed at the whole rate. There is also the question of firms who have responded to persuasion regarding the employment of the older worker. They too will regard the latest Government move as a breach of faith, apart from its demonstrating a lack of social-conscience.

The country-wide imposition of the tax can in no way be advantageous. Perhaps the Chancellor has not been reading his *Ministry of Labour Gazette*. If he has, he must surely have observed that the national percentage for unemployed cannot be applied in specific areas: 10 per cent in Northern Ireland and 6 per cent in Scotland. What is the choice for a firm in areas like these? First, the Chancellor requires them to streamline their organizations and to use only that amount of labour which is absolutely essential to their efficient operation. If, as happens in far-sighted firms, they require to help alleviate the unemployment situation by taking up extra labour they have a Treasury 'spur' of four-shillings on the rate for every man they take.

Industries too will feel different effects of such a tax. For example, those where labour cost is already a major factor in production will feel an even firmer pinch. This will scarcely assist them in any export drive they have provisionally planned. Then there are those industries where a high degree of mechanization has already been implemented. These too are presumably to be penalized.

All these factors combined must inevitably bring union pressures to bear. So far, there has been little comment from that side of the fence. On a national front, the union leaders may well prefer to keep quiet for the time being. For the future, there is bound to be a steady flow of shop-floor representatives to the personnel office. What questions will they be asking?

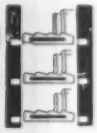
In order, they would appear to be these. First, will the company be laying-off labour; and if so, will there be any form of compensation? This must automatically lead to fresh wage demands for the men who are left to get on with the job. If the firm is not willing to take on additional labour during peak seasons, is there a guarantee of overtime for the existing force? There are also likely to be more demands for a shorter working week so that, according to trade-union reasoning, work can be shared. Presuming that the Chancellor achieves his aim of increasing productivity, when will the employees receive their share of the cake?

Safety nets?

These are the day-to-day issues shop stewards will be investigating. On the other hand, they must inevitably start to question the firm's policy on 'goodwill' efforts. For example, will the management bear the extra cost of training and re-training? Will redundancy crash-plans be effected? What guarantees for future employment are to be offered?

If any good comes out of this tax on labour it will be in spite of Treasury intentions. There has never been a sharper blow to industrial training, employer-employee relations, employment prospects and security. At least not at one time.

Visual Aids



Even office workers are human

says O. T. Curtis

WORK-STUDY · INDUCTION · AUTOMATION
—are best explained on film

THE manufacturer of a well-designed product of proved quality sometimes enjoys the satisfaction of hearing his brand name used as a synonym for the product itself. If this is his sole product, what could be better! However, if he makes a wide range of articles, it may be a cause of embarrassment to find the public aware only of his connection with one commodity from among a wide range.

It is this very problem which has prompted Roneo Ltd., to sponsor a newly-released film **Fanfare to the Future,** made by Harold Goodwin in association with the Film Producers' Guild. The purpose of this film is to demolish the popular conceptions of Roneo as the producers of duplicating equipment only, and as an American company with a branch in Great Britain. It is true that this British firm does make a well-known range of duplicating equipment; but this is only part of a varied output which includes office furniture, tables, desks, chairs, counters, cabinets, library shelving and equipment, and steel-partitioning; and extends to contract-work for post offices, banks, hospitals, factories, ships, airports and railways both at home and abroad.

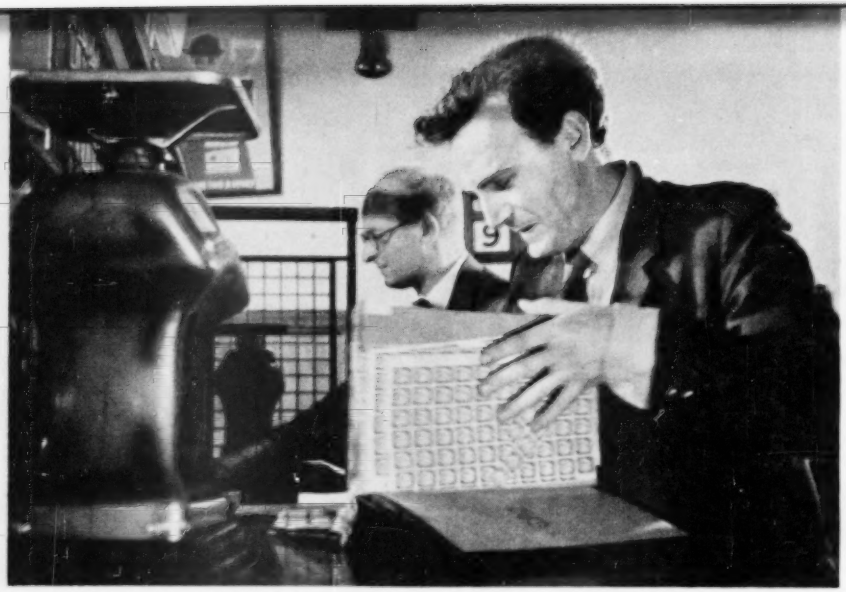
Much of this output finds its way into offices of one sort or another and prompts one to consider what contribution film has made, not only to promoting the sales of office equipment, but in dealing with the many problems, technical and managerial, encountered in the offices of big and small concerns alike.

Perhaps one thinks first of offices in terms of people—indeed one might almost argue that this outlook is one which has frequently led to the firm which is progressive, in relation to the equipping and managing of its production departments, often neglecting to apply the same principles and policies to its office.

Take work study, for example. Curiously film, used extensively for elaborating problems in the production department, has been less forthcoming about the office. Yet there are some classic productions — the American **Work Simplification Applied to Clerical Operations,** subsequently being copied by a film of the same title sponsored by W. H. Smith & Son Ltd., and distributed by the Central Film Library. This latter copies exactly all the examples in the American film—merely placing them in an obviously British context (quite an important point if ideas are to be readily accepted).

Indeed, it is the Central Film Library which houses the majority of films concerned with office situations. In the field of work study, the British Productivity Council's **Outline of Activity Sampling** details a simple method of maintaining random observations over a period, as a way of revealing the general pattern of work and spot-lighting some of the bottlenecks and duplications of effort which should be eliminated as a first step to improving efficiency.

If work study is a subject which the office manager should consider, perhaps more so is human relations. So far as the office is concerned, the film world is more resourceful here. **Pool**



Despite increased mechanization, personal encounters still require to be individually tackled

of Contentment remains the classic (and very amusing) study of how best to organize a typing pool. **A Call for Order** uses a more obvious humour to make the plea for a tidy office and a good filing system. **The Dictation and Typing of Correspondence** (sponsored by The Carborundum Co. Ltd.), deals with common errors in one of the most commonplace of office jobs—errors accentuated by the introduction of dictating machines. **How to Use the Telephone** (sponsored by the Central Office of Information), teaches a better approach to one of the most abused instruments of administration. All these films are included in the very comprehensive catalogue of the Central Film Library.

But teaching people to have a better approach to techniques also implies giving them a better understanding of people. Whilst there are many (but by no means too many) films on human relations, only a few deal specifically with office situations. **Stephen Banner, Supervisor** (also distributed by the Central Film Library), was made in Australia, for the Australian Public Service Board; and is a detailed (overlong at 43 minutes) study of a supervisor who could not easily delegate authority and who worked in an office where management procedures generally were poor. Staff were not given proper induction training, layout of furniture was poor, communications bad, and human relationships inevitably strained. Whether by accident or design, the film shows characters breaking obvious rules of good management (such as criticizing one's subordinate in front of another), but it does focus attention on many problems too frequently encountered.

This is deliberately a didactic approach. The Danish film, **Problems to be Solved,** tries the opposite tack—a quick series of glimpses of an office situation, each seen through the eyes of a different employee (from manager to office boy), with the audience left to draw what conclusions they may. This can be effective if proper use is made of the film by the training officer—with a controlled discussion based on a careful analysis of each of the situations portrayed.

The film has especial value when designed as a case-study—being able to provide background information and indicate ideas and attitudes better than a sound filmstrip. So far it has been left to the Americans to exploit this; and the series made for the Calvin Co. based on material supplied by the education and training department of the Aluminium Co. of America is distributed here by the GB Film Library. All six in the series deal with office situations—**The Grapevine,** on the dangers of not informing those concerned about impending changes; **Promotion By-Pass,** about the difficulties of appointing a newer and younger man in preference to an old, conscientious and efficient employee; **In the Middle,** about the difficulties of temporarily transferring an employee to another department; **How Much Co-operation?** about a failure in communications leading to misunderstanding and friction in a hitherto happy work team; **The Follow-Through,** about the last-minute introduction of a new technique without adequate preparation and training; and **The Bright Newcomer,** with a problem inherent in any working situation—where good intentions on all sides are not necessarily enough to overcome prejudices and suspicions and personal pride.

So many of these problems boil down to a basic failure at some stage in communications. And no office manager seriously seeking the aid of film would ignore some of the well-known films on human relations and communications—GB Film Library's American **All I Need is a Conference** (about the value of group discussion to resolve an interdepartmental problem); **The Snowball Conference** (how not to call a meeting of your executives); or the cartoon **More Than Words,** which shoots down the approach to communications based on the principle 'Don't listen to what I say, listen to what I mean'!

Management is essentially the art of understanding one's fellows, and there are some films which not only point this out, but in some cases deal with

specific management policies. **Put Yourself in His Shoes** (Central Film Library), was designed for the benefit of Ministry of Labour employees who had to interview members of the public—but the principles enunciated apply to any interview. This, incidentally, is one of the few films really designed to be used in discussion, with a first part which poses a situation that ends disastrously; and a second part showing the interview as it might have been (but only intended to be shown after students have already arrived at most of the answers for themselves). **First Impressions,** sponsored by BACIE, emphasizes the need for a proper induction procedure if employee/manager relations are to get off to a good start—a theme expounded more effectively in **Introducing the New Worker.**

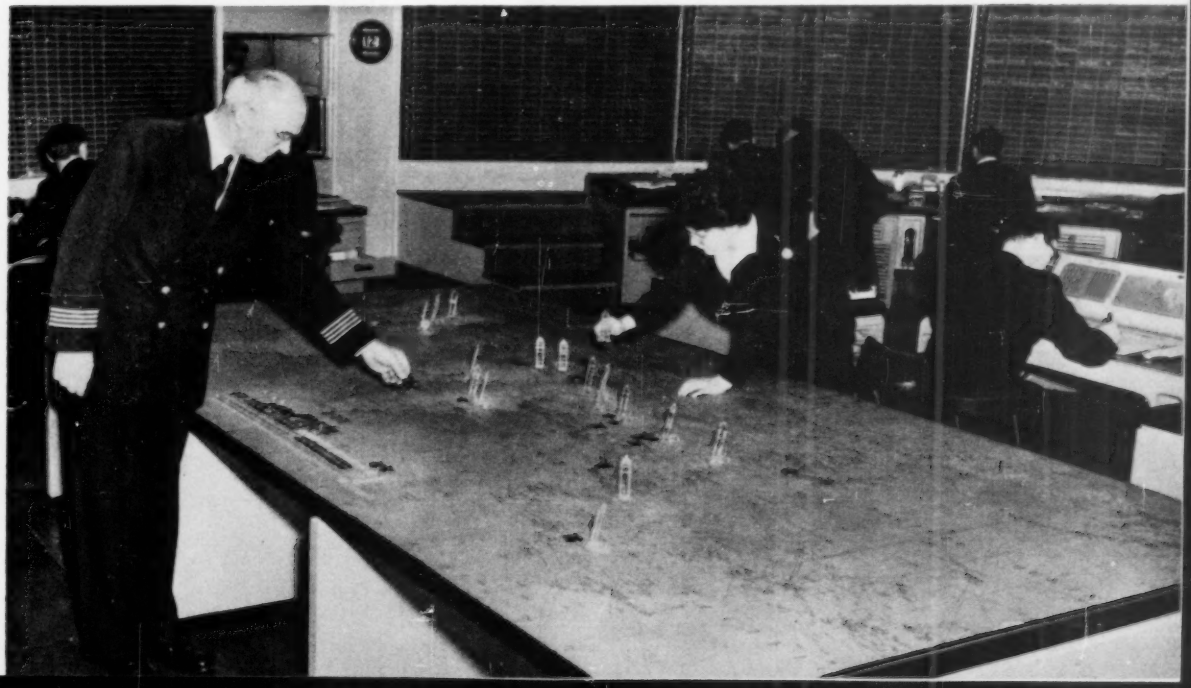
Sometimes, alas, it is not a question of introducing the new worker, but of repelling the potentially valuable employee. The Canadian **Date of Birth,** made in 1950, makes a strong plea against the recruitment policy which sets an age bar often as low as 40, and thus denies the firm the services of precisely those who have long experience, a mature outlook, and the virtues of dependability, self-reliance, and conscientiousness. Some of the situations shown are from offices and it is curious that this important aspect of management policy has received such scant attention from the film maker.

Managers are ever confronted with changing situations and whilst the shop floor has been able to adjust itself to a whole series of successive innovations over the last decade, one has the impression that the impact in the office has been swifter and more disturbing. Yet so many of the skills, which seemed to be forever the sole possession of the clerk and administrator, are being taken up by tape and transistors. What are we doing to prepare our office staffs for this? One American cartoon, **Electronic Computers Improve Management Control,** tackles the problem from the angle that the use of a computer helps resolve a sales crisis owing to the fact that existing office staff cannot cope with the paper work to back up the orders. A computer cuts down the time spent on clerical work and saves the situation. There must be plenty of such cases, but surely they are only short-term problems; and one wonders what reception such a film would get in the United States today, with its quota of redundancy attributable partly to automation.

Much more a long-term problem is the one of getting managers in administrative, planning and sales departments to consider how new techniques can best assist in the work of their department. This problem Unilever imaginatively tackled in their film, **The Electronic Computer in Commerce,** made whilst the Company's new computer was still being assembled, and designed not to show (as so many of the few films on computers so drearily attempt to show), how the computer works; but to get line managers in associated companies thinking of the relationship of computer techniques to their own departmental problems. Yet curiously this film has been withdrawn from the Unilever library, although its application lay far beyond the boundaries of what is admittedly a 'comprehensive' organization.

Yet the manager today must understand what new electronic and mechanical techniques can do for him, and office staffs must appreciate that the new physical environment in which some of them now work (so temptingly displayed in that Roneo film), also houses a boffin-created world undreamed of even a few years ago, which if used properly can not only make their work more effective, but offer them better living too. If used badly however, its impact could be disastrous. It is a nasty problem on which film could shed some light. Does the fact that there are so few films which face up to it, suggest that quite a lot of industrial managers are not facing up to it?

With air traffic reaching new peaks there was little need to 'sell' automatic aids to personnel in the BOAC operation room

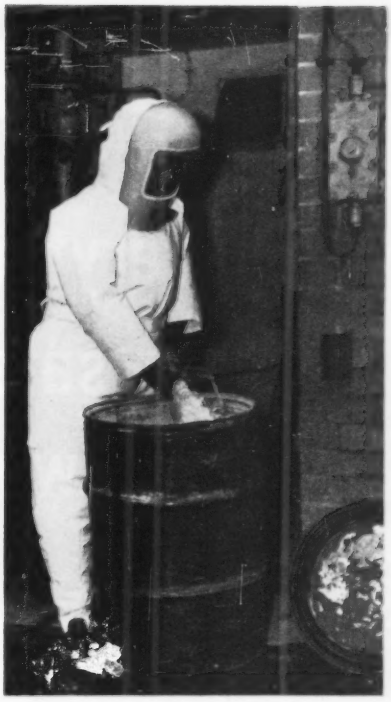


The latest 'Pakawa' lightweight safety harness

Safe Men of Tomorrow

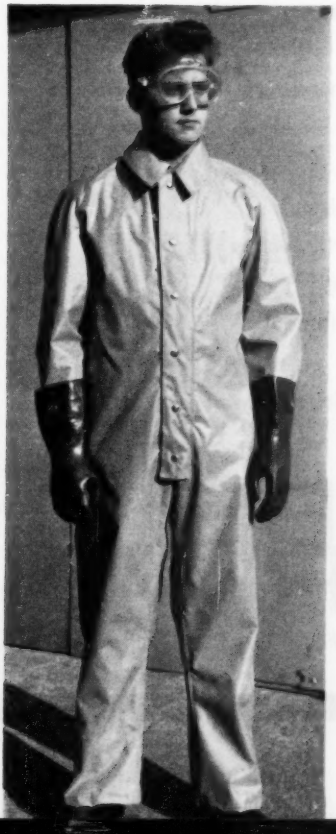
An increase of 15,931 in non-fatal accidents and 67 more fatalities in industry during 1960 will give RoSPA delegates profound unease at their Conference (May 12) this year. Some new tools for their safety programmes are illustrated here and will be on show at Scarborough

Spool-fed for the wearer, the outer window of the 'Saferhelm' helmet is replaceable on the job



The new R.F.D. pressure mask has increased impact-resistance and a longer serviceable life

Fitted with triplex safety lenses or optically corrected toughened glass, the 'Duo-tone 505' can be suited to the facial requirements of any employee



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SIEBE GORMAN

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Your fire-guard is trainable

by Stephen Gregory

IT is a rare firm that would openly welcome the challenge met by the Jaguar car makers who, after a serious factory fire only a few years ago, have rebuilt themselves to fulfil the multi-million pound orders for their latest *E-Type* model on the American market. I doubt that Jaguar themselves would regard their experience as fortunate, even though it may have been stimulating.

From a management viewpoint, there are certain advantages to be gained from damage or destruction by fire. Employee initiative might be subjected to revealing pressure. A tidying-up operation such as the time-consuming business of record-disposal could well be spared. And, if new projects were reaching the tooling-up stage, the scrap value of old machinery and patterns could be augmented by a welcome insurance recovery.

Aware that industry and commerce are unwilling to accept this restricted benefit, since it is more than likely to be accompanied by other devastating results, structural planners pour out a continuous stream of new products. Developed to minimize outbreaks of fire, or to control likely conflagrations they are gaining stronger footholds in many up-to-date buildings.

They pay a substantial contribution to the individual company's programme of combating the omnipresent risk of an outbreak. They are indispensable to any well-equipped, advanced building. But they are no substitute for well-planned and adequate fire-fighting appliances.

Regardless of the materials used in the actual framework of a building, and despite rigorous attention to such extras as electrical installations, it is impossible to do away with or to treat many basic raw materials and service equipments. The personnel or accounts departments might be effectively constructed to resist fire, but it is doubtful whether the paper which they use as tools of their trade could be successfully fire-proofed. Other sections and departments will rely extensively on steady supplies of flammable materials, kerosene, rubber, wood, chemicals—not to mention explosive material.

The logical sequel to this situation is that fire-prevention, whilst partially a matter of constructional protection, is much more a question of human co-operation. Since this is generally unmeasurable—until after the event—it seems inevitable that firms must concentrate the major portion of their effort on providing effective fire-fighting facilities. An employee will come to terms with appliances and other material forms of protection much more readily than he will accept, or even understand, the ideal of the fire-free workplace.

The bell has gone

Legislation—the most recent being contained in the Factories Act, 1959—allows for this bias. It requires that factories be provided with appropriate means of fighting fires. Until 1959, there was no statutory obligation for such services, although there were undoubtedly few factories without their own equipment, adequately distributed and methodically maintained.

Insurance companies are also offering special terms for industrial and commercial premises that install approved appliances. It would not be unexpected if, in the near future, they insisted on even more rigorous compliance with their own standards; perhaps withholding insurance coverage from those firms they know to fall far short of a minimum safety level.

In works training, a similar emphasis is now placed on equipping employees with the knowledge required to deal with outbreaks of fire in the office or workshop. For those workers or staff who are not members of company 'combat' teams, instruction covers action to be taken for all-over safety in the event of fire.

We all know of the 20,000 careless smokers in each year, who, with some thought, could have played their part in preventing fire. We realize that there is a weighty task to be performed in persuading every employee to exercise vigilance. But this is the long-term job for safety officers (and these are the people to tackle this problem). The other, short-term venture is to make certain that when fires break out, they are dealt with swiftly, expertly and with safety.

The experience of a firm in Oldbury illustrates the effectiveness of fire-fighting predominance. Within a minute of a fire having been detected, the factory 'firemen' were playing their hoses on to the flames. Only three minutes later, the local brigade arrived. It took two hours to control the blaze and, after a further hour, they witnessed the total loss of an office building and a large proportion of records, the telephone exchange, a workshop, and the contents of a rubber store.

Attention to actual fire-prevention may, of course, have prevented a fire ever getting started. However, it is worth considering the possible relaxing of employee alertness and quick-thinking, if the workforce had been led to believe that, through expert advice being followed, a fire could not break out in that works.

Like all other safety hazards, the risk of fire must always be kept firmly in focus. There are even fire stations that have fires. Their saving has been assured by the existence of appropriate equipment, plus the talents to deal with an outbreak.

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BOOKSHELF

COLLECTIVE BARGAINING ★ COMMUNICATION ★ BUSINESS TRAINING

Communication or Conflict, edited by Mary Capes and A. T. M. Wilson. *Tavistock, 31s. post paid.*

THIS FASCINATING BOOK appears as a result of a recent Eastbourne meeting of scholars from several countries to discuss the planning, the nature and dynamics of conferences. Every year conferences multiply in number, purpose and design; and their aims range from the simple exchange of information to the forging of agreements. A really top-level analysis of the techniques of conference organization!

New Dimensions in Collective Bargaining, edited by H. W. Davey, H. S. Kaltenborn, and S. H. Ruttenberg. *Hamish Hamilton, 26s. post paid.*

NINE OUTSTANDING AUTHORITIES on labour-management relations define the full significance of the AFL-CIO merger, the acceleration of technical development and the Taft-Hartley Act, on contemporary collective bargaining in the U.S.A., as well as the far reaching effects on new employee benefits and 'security arrangements'.

Representative bargaining situations are referred to and the book is documented with pertinent policy statements from both union and management spokesmen.

Radioactive Wastes, edited by J. C. Collins. *Spon, 56s. post paid.*

THE FIRST PART of the book explains problems encountered in dealing with radioactive material; and the second half deals specifically with the treatment and disposal of liquid, solid and gaseous radioactive wastes. Of special interest to industrial medical officers are the reports on laboratory work, and on the experience gained in operating treatment plants in several countries.

Higher Education for Business, by R. A. Gordon and J. E. Howell. *Oxford, 30s.*

THESE TWO PROFESSORS identify the major elements of business competence and how these elements can be developed through formal education. They believe that education for business must be sensitive to the changing character of business life, so that the best background training should be in the liberal arts or in a broadly-based engineering course, followed by graduate business training of a broad kind.

Management Training, by R. J. Hacon. *E.U.P. 18s. 6d. post paid.*

EDUCATION and executive development officer with Joseph Lucas (Electrical) Ltd., Mr. Hacon discusses the training department's role in management and examines new variations in methods of group training—directive, non-directive, and participative.

Personnel Administration, by J. H. Taylor. *McGraw-Hill, 56s. post paid.*

FOR THOSE who are not too keen on the plodding approach of such as Northcott, here is a useful manual of the best American practices in this field.

The Price of TUC Leadership, by Bryn Roberts. *Allen & Unwin, 17s. post paid.*

A GENERAL SECRETARY of a large trade union criticizes TUC leadership, contending that it bears responsibility for Labour's defeat in the last General Election. He also covers the part played by the leadership in the de-nationalization of the steel industry.

He claims that shop stewards are the victims of trade union confusion, giving examples from important industries, and asserts that TUC leadership no longer serves a progressive purpose.

Industrial Relations in the San-Francisco Bay Area, 1900-18, by Robert Knight. *Cambridge, 54s. post paid.*

FEW AMERICAN CITIES have a labour history as colourful as San Francisco, the 'closed-shop city of the United States'. This volume describes events and forces that aided the growth of the city's sturdy unionism and explains the origin and pattern of collective bargaining in that area.

After an account of development from the gold rush to the turn of the century, Mr. Knight concentrates on his 18-year study, discussing organized campaigns and strikes, the effect of economic cycles, war and the 1906 earthquake on union strength, the growth of central labour bodies and employers' associations, and labour's entry into city politics.

The New York Hotel Industry, by Morris A. Horowitz. *Harvard, 50s. post paid.*

A CURIOUS, off-beat labour relations study. Its most interesting theme is the social inventiveness of the collective bargaining relationship in this sector of an hotel industry.

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NO water is required when industrial workers use the new *Solvol* hand-cleanser to remove grease, paint and other forms of factory grime.

Antiseptic and emollient, this jelly is packed in a large yet handy tube which could well be kept in some convenient place near the work-bench. It is said to remove all stains after being rubbed well into dry hands. The loosened dirt is wiped off with a cloth.

One tube of *Solvol* costs 2s. 6d., and there are industrial-size packages.

Enquiry Ref. No. H5/1

GERM DESTROYER

TESTS were carried out to verify that swabbing down of surfaces with new *Ibcol Extra* disinfectant will reduce bacterial population by 99.9 per cent.

The product has been developed by the makers' research team and a group of university specialists. It provides greatly increased germicidal and virucidal properties over a wide and evenly balanced spectrum.

For industrial application, it is interesting to note that laboratory experiments achieved the complete destruction of important types of bacteria within a period of five minutes, and viruses within only three minutes. For example, these results could be achieved for the A and B types of 'flu virus with a 1 : 160 dilution.

Outside laboratory conditions, tests were also conducted in slum properties. The 99.9 per cent destruction was achieved on every site where the test was carried out.

Swabbing down with the solution is only one method of introducing this highly effective germ-fighter into the atmosphere. Another is the use of a fine-mist hand or mechanical sprayer. Thus offices and workshops can be treated as easily as sinks and other hard-surface installations.

In the struggle to reduce the alarming proportions of absence through sickness, *Ibcol Extra* would appear to be an economical product. It is available in one, five and 40-gallon containers which cost 12s., 52s. 6d., and £19, with special discounts for large quantities.

Enquiry Ref. No. H5/2

Safety

AN EYE ON THINGS

A NEW system for watching the break-in danger points of several factories from one central source has been developed by the makers of a range of many closed circuit television cameras.

For large businesses that have a number of separate units scattered over an area, or for individual companies on a trading estate, this system offers an ideal way of stepping-up security arrangements.

A TV camera, of a type specially suited for its location, is concealed at each weak point in or around the

(continued on page 46)

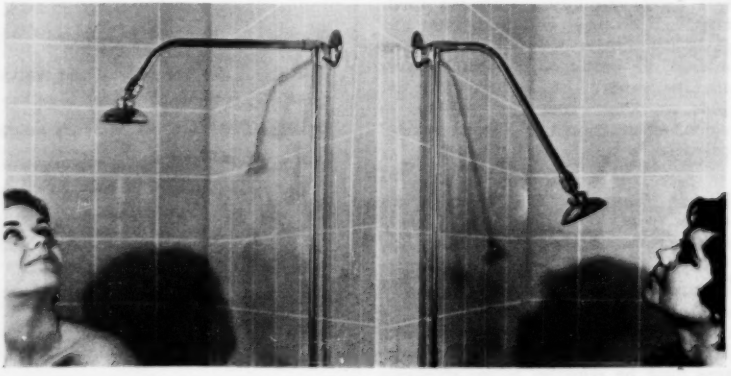
SHOWER WHERE YOU WANT IT

WITH 25 years' experience of mixing hot and cold water supplies to produce a shower of a known temperature, a firm of thermostatic mixing-valve manufacturers have developed this new shower fitting.

It gives a choice of either an overhead or shoulder-high shower position, achieved simply by reversing the shower arm which is angled at approximately three-quarters length. For an overhead shower, the longer section of the arm is connected to the riser pipe.

The shower-head is movable, being equipped with a standard ball-swivel joint. A redesigned rose assembly is made for easy cleaning: the front plate unscrews for this purpose. Although admirably elegant, the pipe and arm are both designed in heavy-gauge copper, making them ready for hard-duty wear on industrial sites.

Enquiry Ref. No. H5/3



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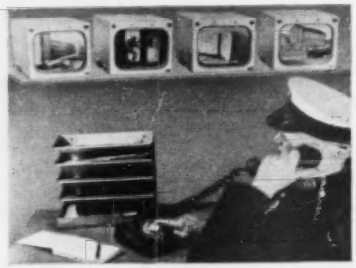
buildings. These cameras transmit constant pictures of the areas covered to TV monitor screens at a central control point. Here, one guard sits



in safety, day or night, keeping watch on the screens.

Any intruder would be seen immediately and the guard need only dial 999. If the equipment were tampered with in any way, it would also be evident on the screens, thus remaining effective from an alarm-giving viewpoint.

Enquiry Ref. No. S5/1

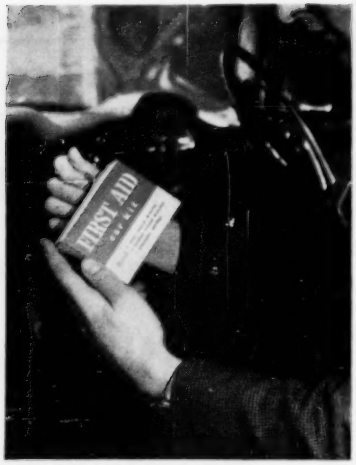
DRIVERS' SAFETY-FIRST

THIS car crash pack was originally designed for the 500 private vehicles operated by the makers, a well-known paper group. The small carton pack is kept readily accessible in the glove compartment or on the parcel shelf of the car.

It is being used by this company because their medical advisers consider that smaller aids are quickly used up with minor cuts, leaving nothing for the real emergency when it arrives.

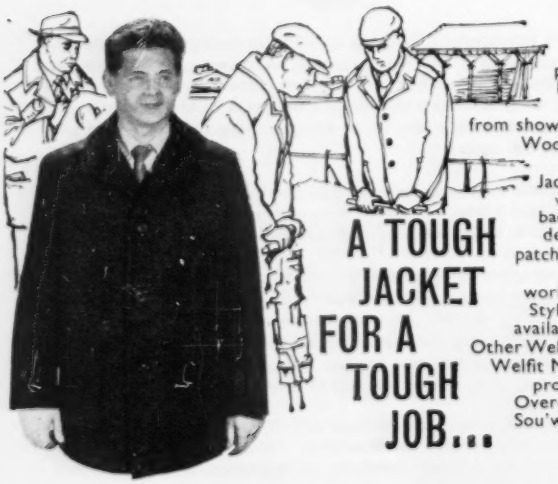
Business-like in contents, the kit includes two medium-sized lint dressings, one large wound dressing, and a triangular bandage that can be used for fixing an improvised splint, or as a sling.

The pack is sift-proof to ensure that the contents are kept relatively free from dust, even though the pack may be left exposed for years in the car. It can be speedily opened in an emergency by gripping a tab and by ripping along a line of perforations across the top.



The makers in their own private provision of the kit to employees, make a practice of issuing a completely new pack as soon as the existing one has been opened. This automatic issue takes place even though only a small portion of the contents may have been used.

Enquiry Ref. No. S5/2



A TOUGH JACKET FOR A TOUGH JOB...

Donkey Jackets for protection, warmth and hard wear. Beautifully cut and manufactured from showerproof navy Yorkshire Woollen Melton cloth: the Welfit KG5 Donkey Jacket is available with or without the leatherette back and shoulders. It is designed with large open patch pockets and is ideal for industrial and outdoor workers, lorry drivers, etc. Style KG6 Shortiecoat also available.

Other Welfit garments include the Welfit Moleskin Jacket, Waterproof Long Coats, Jackets, Over-trousers, Leggings and Sou'westers.

Write for fully illustrated catalogue to:—

WELFIT MANUFACTURING CO. LTD., (Clothing Division)
Phone 66326 Hanson Lane Mills, Halifax. Telex 51235

Office Aids

PROTECTIVE SEALING

FOUR shillings plain, 4s. 6d. coloured. That is the cost of a yard of 20 in. wide *Transpaseal*—a new, transparent, P.V.C. seal for protecting documents, wall-paper, plans, charts, notices or time-tables.

Applied in exactly the same way as those already well-used shelfcovering materials, *Transpaseal* will have many preservative uses throughout the office and factory, where paperwork is required to do long service in grubby conditions. The backing paper ensures that the adhesive is kept in good condition until the film is required. It removes easily without undue pulling; and the transparent film adheres quite simply and evenly to the surface it is used to protect.

Enquiry Ref. No. O5/1

CLEAN TYPING

MISTAKES made in typing can be obliterated without rubbing out and with no need to remove the sheet

(continued on page 48)

Normalair Compressed Air Breathing Apparatus

Complete reliability with minimum maintenance
Maximum safety
Easy natural breathing
Good vision
Maximum comfort

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Dust Respirators · Gas and Fume Respirators
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H.M. Chief Inspector of Factories
Designed to meet the requirements of Home Office (Fire Services Department) specification No. JCDD/19/3/52

A fully descriptive leaflet is available on request

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but **opera**tives sing their praises!

A wide range of quality industrial Gloves, Mitts, Aprons and Clothing in leather, rubber, asbestos, plastic and various fabric materials are made and stocked for all trades and processes. Technical Representatives are available for consultation in all parts of the British Isles at short notice.

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INDUSTRIAL GLOVES

J. G. BENNETT & CO. (Gloves) LTD. · Industrial Glove Specialists · LIVERPOOL 23 · GREat Crosby 3996/7

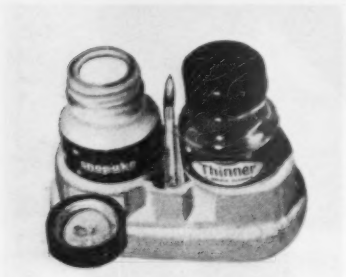
cvs-17(D)

EQUIPMENT MARKET

For details, use coloured form at back

from the typewriter. This is achieved by *Snopake*, a white fluid that is applied in a thin film over the error.

It takes only a few seconds to dry



and to allow retyping quickly. Another advantage is that this film leaves no smears associated with bad rubber-erasing, and there is naturally no eraser dust to clog the type.

The product can also be used in the preparation of originals for offset-litho work; and it has obvious applications in art studios. If metal objects require to be written on—the numbering of keys and discs, for example—this is easily achieved by first applying a layer of *Snopake*.

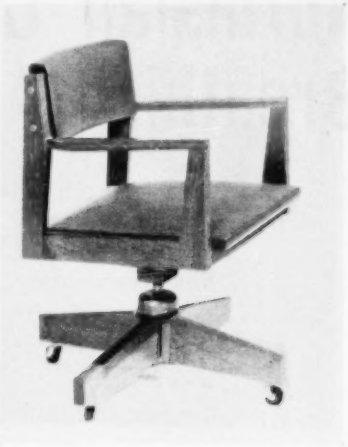
A special pack, comprising a *Snopake* bottle, a bottle of thinner (for cleaning the brush), and a sable brush, costs 8s. 9d., including tax.

Enquiry Ref. No. O5/2

WELL-PROPORTIONED CHAIRS

MAHOGANY or oak finish is the choice offered for any one of three new office chairs in the CC range. As our illustration of the revolving model shows, they have heavy but good proportions which have been aptly termed the "chunky" look.

Coverings are either moquette or vynide. A guide to prices is that, in vynide, the revolving model costs approximately £13 10s.; the armchair is in the region of £9 10s.; and small chair works out at approximately £7 5s.



All three chairs are made in accordance with the new sitting-height of 17 in., regarded as satisfactory by the British Standards Institution.

Enquiry Ref. No. O5/3

ALL FOR THE OFFICE

FROM a paper clip to a complete office: that is the title of a really comprehensive catalogue recently produced by an established company of office equipment suppliers.

Desks, tables, bookcases; chairs; welfare and canteen furniture; drawing-office equipment, nameplates can all be obtained from this firm and 'viewed' in their 90-page brochure. Whether you require contemporary furniture or period models, the catalogue has something to offer. There is also an interesting range of construct-it-yourself furniture.

Records systems for the personnel manager are fully covered, as are safety signs for accident prevention officers. There are other sections that cover acoustic materials, office partitioning and industrial shelving.

Enquiry Ref. No. O5/4

RAPID COPYING

BOUND documents can be copied as well as flat sheets by the latest addition to an already well-established range of photo-copying equipment. Known as the *Transpeed*, this all-purpose copier has an exposure clock that may be set at any predetermined time, and is put into operation by a simple lever device. The exposure

(continued on page 50)

TYPROD

SAFETY
link matting

Typrod non-slip matting cuts out standing fatigue, reduces breakages and increases efficiency all round. You get increased productivity and greater economy with Typrod. It is extremely hard wearing, soft to the tread and hygienic. Cut to any size, guaranteed and oil-resistant if required.

Contractors to the Ministry of Works, British Transport Commission, etc.

TYRE PRODUCTS LIMITED
289 Harrow Road, Wembley, Middlesex. Tel.: WEMbley 9555

. G. BENNETT & CO. (Gloves) LTD. · Industrial Glove Specialists · LIVERPOOL 23 · GREat Crosby 3996/7

CVS-17(D)

DOES THIS MAN WORK FOR YOU?

Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

Used by the Coal, Gas and Electricity Boards, The Admiralty, Richard Thomas and Baldwin, etc.

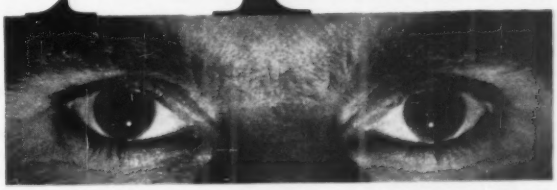
Wimzo

cleans hands *in a jiffy!*

For **BULK PRICES** *and* **FREE SAMPLES** *write to:* **WIMSOL LTD. KEIGHLEY, YORKSHIRE**

IN BULK OR IN HANDY TUBES

A welder's eyes must be protected



A welder's eyes are properly protected when the helmet or goggles he wears are fitted with glass made by Chance. Both Protex (regd.) and Protal fully comply with British Standard 679. The use of Chance absorption glasses is the safeguard that guarantees adequate protection.

SAFETY GLASS IN A WELDING HELMET
C. S. Milne & Co. Ltd. specify Chance protective glass for their welding helmets and handscreens.

This is a one-piece moulded welding handscreen in resin bonded material of exceptional strength, giving complete protection for the hand. It weighs only 18 oz.

A Helmet is also available, fitted with an adjustable fibre headband lined with P.V.C. and swivel attachment providing three positive stop positions.

C. S. Milne & Co. Ltd. Harley Works, Octavius Street, Deptford, London S.E.8.

Chance PROTEX and PROTAL

REGD. **EYE-PROTECTING GLASSES**

LONDON OFFICE: 29/30 ST. JAMES'S STREET, LONDON, S.W.1.

Chance Brothers Limited are members of the Industrial Safety (Personal Equipment) Manufacturers Association.

For further information on eye-protecting glasses, please write for our detailed folder FG2/B, Dept. H. S. Chance Brothers Limited, Glass Works, Smethwick 40, Birmingham.

EQUIPMENT MARKET

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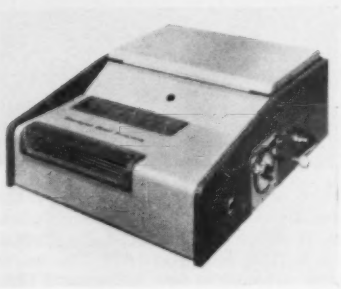
time required is usually from three to six seconds.

Extremely compact, the machine measures 24½ x 19½ x 8¾ in., and has a foolscap copying area. A pressure



lid is raised vertically by a cranking handle to a height of 3½ in., keeping horizontally parallel with the glass platen. When the lid is closed, the pressure equalizes to the thickness of the original, thus ensuring perfect contact.

The machine is made in steel and wood, has a heavy-gauge plastic trim, is finished in two-tone grey, and costs about £92 10s.

Enquiry Ref. No. O5/5

Welfare

NEW INSECTICIDE

IN handy, aerosol push-button form, *Raid* is a powerful insect killer. It has just been developed especially for industrial and catering establishments, hospitals, schools, etc.

It is all-purpose: in other words, flying and crawling insects will be destroyed equally effectively. There are certain residual properties, and *Raid* gives immediate knock-down of flies. Since it has been designed for use in catering establishments, its poisonous quailities as far as human beings are concerned do not exist.

Other advantages of the product, as presented by the makers, include the fact that it is non-staining, non-flammable and that it has a pleasant fragrance.

Enquiry Ref. No. W5/1

QUICK TEA-MAKER

BECAUSE it is pressureless, this new electric boiler (the *Electrominor*) will require no compulsory inspection or insurance.

Designed to be plugged in direct to the normal power supply, the 3 kW unit has a heating-up time of some 20 minutes and produces 5.8 pints of boiling water in the first minute. A

total of 20.7 pints is obtainable in five minutes. In any 30-minute period after heating up, it will give 47 pints of boiling water.

This capacity plus its low running costs and speedy performance make it particularly attractive to the smaller establishment. Finished in nickel and chrome on copper, the *Electrominor* is fitted with a thermostat. The makers claim that it is easily cleaned in hard-water districts.

Available for use on single phase at 200/230 volts, and 230/250 volts AC, it has a pilot light that indicates when the current is switched on. Measurements are 31¼-in. high, 19¼-in. back-to-front depth, and 8-in. diameter.

Enquiry Ref. No. W5/2

EASY DISHWASHING

ON the assumption that every meal requires ten pieces of crockery and cutlery the makers of the *New*

(continued on page 52)

"Wheelers of Plaistow"

specialists in the manufacture of

OVERALLS

for

MEN

and

WOMEN

in every Trade

The "VOLE" Brand DIGNIFIES THE JOB

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PARK ROYAL · LONDON · N.W.10 *Tel:- ELGar 4044*

Glamour for Canteens

Illustrated are the Steel Style C47, C137 and TT3M nesting chairs, the C85 table.

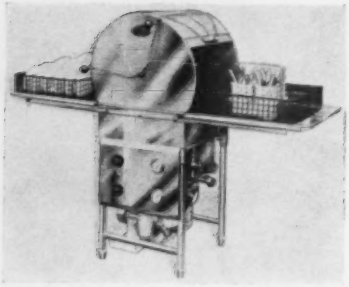
With sleek lines and gay colours Steel Style have glamorised canteen furniture to bring it in line with contemporary interior planning. It is the most stimulating . . . durable . . . inexpensive furniture for canteen specification. For full information about styled-in-steel Steel Style chairs and tables please phone or write one of the addresses below.

STEEL STYLE
CANTEEN FURNITURE

NEW EQUIPMENT LTD., CROXDALE, CO. DURHAM. Spennymoor 2246/7
LONDON: GRAND BUILDINGS, TRAFALGAR SQ., W.C.2. Whitehall 2428

EQUIPMENT MARKET

For details, use coloured form at back



Minor dishwashing machine maintain that this recent addition to their range of kitchen aids will wash-up for 125 meals an hour.

It is fully automatic and, in fact, incorporates many of the features of the makers' larger units. Safety cut-outs, counter-balanced doors, in-built wash tank heating: they are all included. It is designed to operate with tabling at the entry and exit ends.

A rack of tableware is fed into the machine, the doors are closed and the control switch is turned on. For 45 seconds, the ware is subjected to a jetted detergent washing treatment at 145 degrees F. This is followed by a 15-second scalding (180-190 deg.) with fresh water, thus leaving the ware hot for self-drying. To complete, the rack is then ejected on to the table at the exit end, by the next rack of dirty materials as it is pushed in.

Enquiry Ref. No. W5/3

If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

DISABLED AT WORK

A NEW application of a standard piece of equipment has just been drawn to our attention. Its purpose has been to provide disabled people with a new job. The equipment is the

PE3RGS air compressor as normally used in garages, cycle-repair shops and other small workshops.

It formed the basis of the operation of part of a loom in an Oslo firm of textile weavers. One of the most successful operatives is unable to use her feet, but, with the aid of a special device which connects the loom beams to pistons operated by the compressor, she is able to compete with other weavers by using her hands only

This worker is not merely performing routine tasks; she is currently engaged in weaving carpets for an historic building that is in the course of reconstruction after war damage.

Enquiry Ref. No. W5/4

Keyed-up about security?

Wondering how to keep watch on the watchman? Llewellins have a system whereby NOBODY can 'beat the clock . . . '

LLEWELLIN'S WATCHMEN'S CLOCKS

provide a clear indelibly printed record of the time of your watchman's visits to strategic parts of your premises. He ***must*** visit each keybox station in order to actuate the clock's mechanism. The record is his protection too—he can ***prove*** that he has done his job well.

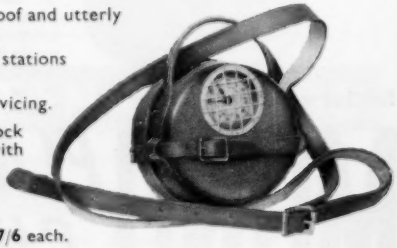
Tamper proof and utterly reliable.

Number of stations unlimited.

Regular servicing.

Prices: Clock complete with leather pouch and sling **£34.**

Stations: **17/6** each.



For a free estimation on YOUR premises write to :—

Llewellin's Machine Co. Ltd., King Square, Bristol

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TO WORK ..

in Safety!

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'EVERTRUSTY'

PROTECTIVE CLOTHING and INDUSTRIAL GLOVES

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protect your workers from respiratory irritations and complaints cheaply and efficiently with

MARTINDALE PROTECTIVE MASKS

Protect the eyes too

Shield your workers' eyes from flying particles by providing Martindale Eye Protectors. These clip straight on to the Masks—no extra head bands need to be worn.
For extra protection against dust provide Martindale Goggles and Eye shields.

You can protect your workers against the effects of dust pollution of the atmosphere in your factory or workshop by providing Martindale Protective Masks.
The Mask which is readily acceptable by the worker, is of featherweight construction (less than ½ oz.), fits closely and comfortably without restricting natural breathing, and is approved and widely prescribed by doctors.
Martindale Masks are supplied with easily renewable Filter Pads, and their low cost is soon reimbursed by extra working efficiency and lower absence through illness.
Write for details or send 3/3 for sample Mask and Filter Pads.

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Dirty hands are clean in seconds with GRE-SOL. Just one squeeze and grease and grime disappear—and the GRE-SOL Dispenser Can is so convenient to use at any time. The dispenser nozzle screws on—no drips or wastage. Economical in use—each can holds one imperial gallon.

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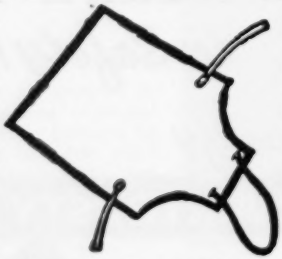
Your guarantee of complete reliability

GRE-SOL *Awarded the certificate of the Royal Institute of Public Health and Hygiene.*

Made by the GRE-SOLVENT COMPANY, Whitehall Road, Leeds, 12.



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CHOOSE FROM THE DURATECT RANGE

•DURATECT APRONS	A choice of twenty or more from conventional materials
•FEATHERTECT APRONS	A selection of Five Super Quality Lightweight Industrial Aprons
•FANCYTECT APRONS	Fancy Patterned, Fabric Reinforced Women's Industrial Aprons

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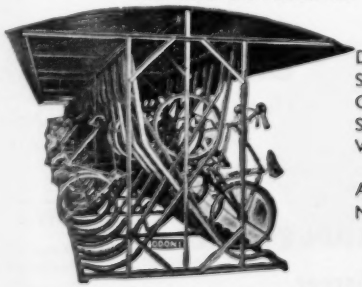

TYPE 10

DOUBLE SIDED SEMI-VERTICAL OUTDOOR STAND, BUILT WITH CLOSE RACK ARRANGEMENT (CYCLES AT 12" CENTRES)

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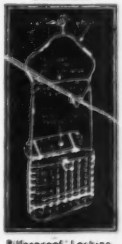

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All hands 'on deck!'

Beware of cuts and grazes! Neglect can easily turn them into 'lost time' accidents. Protect them with PRESTOBAND—and keep your hands at work.

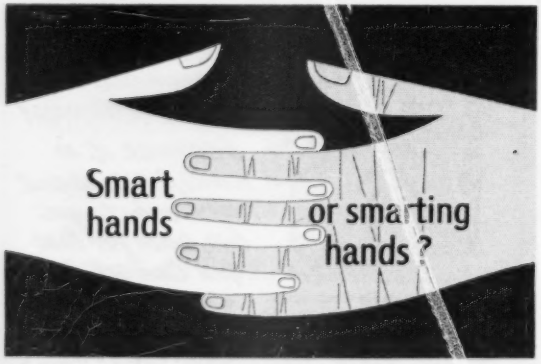
PRESTOBAND is a pure surgical cotton gauze bandage, specially treated to make it self-adhesive. It takes no time to apply, and speeds up the healing of minor injuries. It is easy and painless to remove—it comes off cleanly and leaves no mark. No first aid box is complete without PRESTOBAND. For bulk users, PRESTOBAND is supplied in a special 'Hospital Pack', saving about 40% on costs: 12-yard rolls, in three widths—½", 1" and 2". Samples on request.

From your usual supplier, or from the manufacturers, Vernon & Co. Ltd., Preston, Lancs. Tel: Preston Priory 83393

thanks to **PRESTOBAND**

THE ANTISEPTIC SELF-ADHESIVE BANDAGE

Sticks to itself, but NOT to the skin!



Dermatitis hurts. Both hands *and* production suffer. The difference between smart hands and smarting hands is a Rozalex Barrier Cream applied before work. There are 12 of them for use according to the industrial irritant encountered. **AFTER WORK,** new Rozalex Industrial Skin Cleanser removes dirt and contaminants quickly and safely, leaving hands thoroughly clean and supple.

Other specialised Rozalex products include Stain Removing Cream, Resin Removing Cream and Waterless Skin Cleanser.

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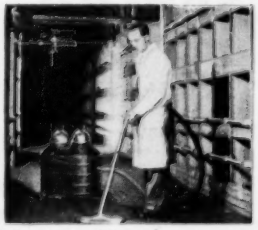

A Duplex model in use at Vauxhall Motors Ltd.

By appointment to H.M. The Queen Suppliers of Vacuum Cleaners

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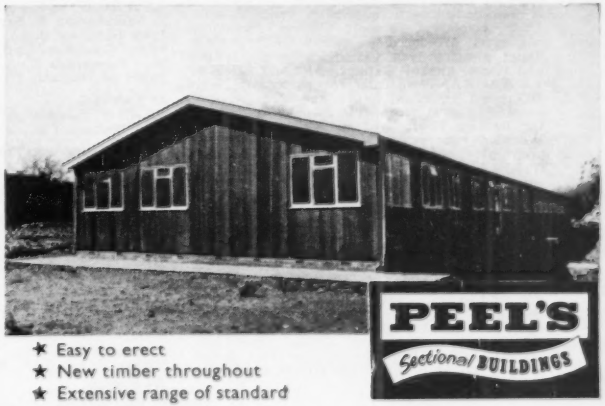

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1 Management conference for executives

5-7 Interviewing

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15 Training in the smaller firm

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Vol. 27. No. 251. Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England (Waterloo 9388),* **by Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.**

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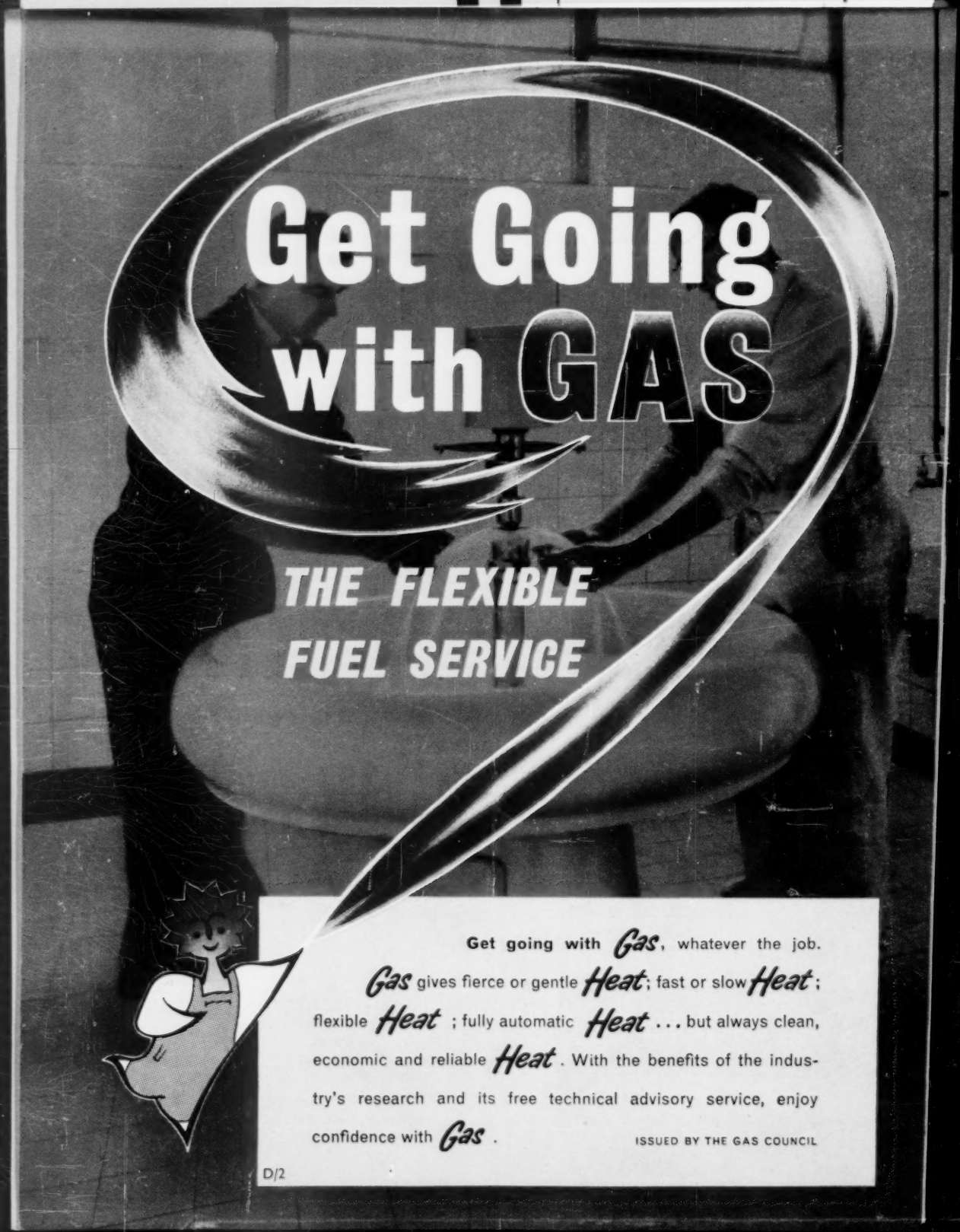
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